



Performance and Resource Management Sub (Police) Committee

Date: FRIDAY, 23 NOVEMBER 2018
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 (External Member)
Kenneth Ludlam (External Member)
Caroline Mawhood (External Member)

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

Lunch will be served in the Guildhall Club at 1pm

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 29 June 2018.

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

For Information
(Pages 11 - 16)
5. **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES INSPECTION UPDATE**
Report of the Commissioner of Police.

For Information
(Pages 17 - 50)
6. **HUMAN RESOURCES MONITORING INFORMATION - 1ST APRIL 2018 - 30TH SEPTEMBER 2018**
Report of the Commissioner of Police.

For Information
(Pages 51 - 68)
7. **INTERNAL AUDIT UPDATE REPORT**
Report of the Head of Audit and Risk Management.

For Information
(Pages 69 - 98)
8. **QUARTER 2 PERFORMANCE AGAINST MEASURES SET OUT IN THE POLICING PLAN 2018-21**
Report of the Commissioner of Police.

For Information
(Pages 99 - 148)

9. **QUARTER 2 REVENUE AND CAPITAL BUDGET MONITORING**

Report of the Commissioner of Police. TO FOLLOW.

For Information

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

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

12. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 29 June 2018.

For Decision
(Pages 149 - 152)

14. **NON-PUBLIC OUTSTANDING REFERENCES**

Report of the Town Clerk.

For Information
(Pages 153 - 154)

15. **INTERNAL AUDIT OF CITY OF LONDON POLICE ACCOMMODATION PROGRAMME**

Report of the Head of Audit and Risk Management.

For Information
(Pages 155 - 158)

16. **PRESENTATION ON CITY OF LONDON POLICE TRANSFORM**

The Commissioner of Police to be heard.

For Information

17. **CITY OF LONDON POLICE TRANSFORM PROGRAMME - UPDATE**

Report of the Commissioner of Police.

For Information
(Pages 159 - 180)

18. **WORKFORCE PLAN 2018-2023**
Report of the Commissioner of Police.

For Information
(Pages 181 - 212)

19. **IT MODERNISATION AND TRANSFORMATION**
Report of the Chamberlain. TO FOLLOW.

For Information

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

21. **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 SUB (POLICE) COMMITTEE

Friday, 29 June 2018

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

Present

Members:

Deputy James Thomson (Chairman)	Andrew Lentin (External Member)
Nicholas Bensted-Smith	Kenneth Ludlam (External Member)
Deputy Keith Bottomley	Caroline Mawhood (External Member)
Tijs Broeke	

Officers:

George Fraser	- Town Clerk's Department
Tom Conniffe	- Town Clerk's Department
Philip Gregory	- Chamberlain's Department
Alistair Sutherland	- Assistant Commissioner, CoLP
Glenn Maleary	- T/Det. Chief Supt, Economic Crime, CoLP
Stuart Phoenix	- Strategic Development, City of London Police
Oliver Shaw	- D/Supt., CoLP
Hayley Williams	- CoLP
Kelly Harris	- Human Resources, CoLP

1. APOLOGIES

Apologies were received from Nicholas Bensted-Smith and Deputy Doug Barrow.

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

There were no declarations.

3. MINUTES

The Sub-Committee considered the minutes from the last meeting, held on 26 April 2018.

The Chairman asked if there was a roadmap for the delivery of the IT programme. The Assistant Commissioner explained that there was an existing roadmap set out for the programme that was awaiting finalisation of capital budgets before it could be circulated. He explained that there would be a report submitted to the Resource Allocation Sub (Policy & Resources) Committee and agreed to submit this to the next meeting agenda for information. (1)

RESOLVED – That the minutes be approved.

4. **OUTSTANDING REFERENCES**

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

OR2 – Reporting Schedule

In reference to the three reporting areas quoted within the report, the Chairman noted that *i) Financial Performance and Budgets* and *ii) Demand and Value for Money* had both been addressed successfully.

To satisfy the request for clarification over *iii) Major Projects/Programmes*, the Chairman asked that, whilst not every report was necessary, appropriate key updates should be forwarded from Capital Buildings Committee on the Police Accommodation Programme, alongside those on the IT Strategy and other major programmes and projects. The Assistant Commissioner asked if sequencing updates were useful and the Chairman confirmed that they were. The Chairman confirmed that this action could now be closed.

OR3 – Public Order Open Day

The Chairman noted that new dates would come out in due course and confirmed that this action could now be closed.

OR4 – Stop and Search

The Chairman asked that the status of this item be marked as Due December 2018.

OR6 – Corporate Audit (Police Accommodation) Draft Report

The Chairman asked when the draft report would be available. The Head of Internal Audit explained that this would be expected in July. The Chairman emphasised the importance of the work and requested that it be circulated to the Sub-Committee when available. (2)

OR15 – Draft Workforce Plan

The Chairman asked if this was effectively completed. The Assistant Commissioner confirmed that it was a constantly evolving document and was current. It was agreed to give the Sub-Committee sight of the document on a bi-annual basis as an agenda item for discussion at the meeting. The Chairman requested that it also be circulated to Members via email following the meeting. (3)

RESOLVED – That the report be received.

5. **YTD PERFORMANCE VS. MEASURES**

The Sub-committee received a report of the Commissioner of Police that provided Members with a summary of the performance of the City of London Police for Q1 of 2018.

Measure 3 – Cyber Attacks

The T/Commander of Economic Crime explained that Cyber Crime figures were solely measured from victims within the City of London. He explained that CoLP were the only force nationally that responded to 100% of cases. A

Member noted that Cyber crime was a significant national issue with rising crime rates and falling prosecutions. The T/Commander of Economic Crime explained that there was a distinction between “Cyber” crime and “Cyber-enabled” crime, noting that cyber-enabled crime was very cheap and easy to deploy from global locations where law enforcement have no jurisdiction. The Assistant Commissioner explained that 70% of this type of crime originated overseas, and that building relationships with foreign agencies was integral.

The Chairman requested Project Servator data to be produced in a simple table that illustrated a month-by-month breakdown of deployments and results by major category. (4)

Measure 5 – Safeguarding and Vulnerable People

The Assistant Commissioner explained that suicide and mental health remained challenging despite significant work carried out to address this area. He noted that the figures were often affected by reports based outside the City limits, and therefore greater care was needed to ensure that these are an accurate portrayal of the position.

The Police Committee’s SIA Lead for community engagement thanked Superintendent Lee Presland for his introductory briefing and work around this area. He noted that the challenge of the significant daytime population in the City posed a unique challenge but suggested that it would be good to be able to shift away from close monitoring in this area. He explained that this would be an area of focus for him going forward.

A Member noted that the use of language claiming that 15% of reported rapes were “false reports” was not suitable. The Assistant Commissioner agreed, noting that false reports would imply that action would be warranted on the accuser. The Commissioner explained that not deterring victims from reporting sexual offences was very important, and therefore this area had to be treated with great care. However, the T/Detective Chief Superintendent of Economic Crime emphasised that a number of reports were falsified and this had been substantiated following investigation.

The Chairman asked if the figure for the number of suicides (17) included attempted suicides and the Head of Strategic Development confirmed that it did.

Measure 6 – Violent Crime

The Assistant Commissioner conceded that violent crime figures had increased but noted that this was in line with the national trend. He explained that dedicated Police Operations were taking place in areas with the highest rates of violence, notably Operation Sceptre and Operation Wimpole. He also noted that the reporting system had been significantly improved.

A Member asked how the City of London compared with other boroughs when population was taken into account. The Assistant Commissioner noted that the City of London had the largest daytime population and three times as many licensed premises as Westminster with policing demands around the night-time

economy proving challenging. He noted that one advantage that the City of London had in terms of prevalence of violent crime was its relatively small youth population. The Chairman noted that it would be useful to have per capita figures rather than absolute figures to allow a useful comparison with surrounding boroughs.

The Assistant Commissioner explained that the City of London had more licensed premises per hectare than any other borough. A Member noted that over 300 of these were open later than 1am and this was significant. The Assistant Commissioner explained that the Transform programme was placing great efforts into resourcing to tackle the challenge posed by the night-time economy.

A Member asked if detail on the times and days of the week that crimes were committed could be included in future reports. The Chairman agreed, also requesting that it be presented in a simple manner. (5)

Measure 7 – City Roads

The Head of Strategic Development explained that some data was not available due to the timings of quarterly data release falling after this meeting.

Members discussed the monitoring of cyclists. The Head of Strategic Development explained that when the measures were initially set up HGVs were a priority area of focus following a number of fatal incidents across London reported in the media. He explained that although the threat around cyclists was recognised, the threat around HGVs was still a greater one. A Member noted that cyclists were a particular focus of his and, although lots of work was being done it was not always visible. He explained that public perception was a big issue in this regard and a means of illustrating the Police focus would be beneficial. The Assistant Commissioner explained that the Commander of Security and Operations would be producing a regular newsletter on issues such as ASB, cyclists and rough sleepers which would provide a medium for this. The Member illustrated their approval of this but noted that City workers who aren't residents may be harder to reach in this way.

A Member asked if the number of cyclists receiving fixed-penalty notices could be included in future. (6)

Measure 8 – Security and Public Order

The Assistant Commissioner noted that capability issues suffered in this area were now being addressed.

Measure 9 – Acquisitive Crime

The Assistant Commissioner explained that burglary figures were challenging due to the recording of multiple victims in multi-occupancy premises. A Member asked if multiple companies were present in an office then would multiple crimes and multiple victims be recorded. The Head of Strategic Development confirmed that this was the case and noted that victim management was very time consuming as a result.

A Member asked if 5-10-year trend graphs could be produced to illustrate longer-term trends. The Assistant Commissioner explained that altered recording methods over time had sometimes led to inconsistent and increased crime rates when there was necessarily a link to increased instances of crime so looking at trends in this way was not advisable.

A Member asked if CoLP attended all burglaries and the Detective Chief Superintendent confirmed that they did.

The Chairman noted the reduction in acquisitive crime due to the significant efforts in preventing moped-enabled crime and congratulated CoLP for their work in this area.

Measure 10 – Victim Satisfaction

A Member asked what determined the measure of “ease of access”. The Assistant Commissioner explained that new methods of taking in contacts directly, rather than via the Metropolitan Police Service meant that CoLP were able to more pro-actively manage and increase the efficiency of reporting to resolve issues at the front line as far as possible.

RESOLVED – That the report be received.

6. HMICFRS INSPECTION UPDATE

The Sub-Committee received a report of the Commissioner of Police that provided Members with an overview of activity undertaken within the last reporting period in response to the HMICFRS report.

The Head of Strategic Development explained that, although there had not been any new reports since the last meeting, HMICFRS’s move towards their new thematic inspections was due in the Autumn. He noted that the national picture was not favourable.

The Chairman noted the number of recommendations that had now been marked as GREEN and illustrated his approval.

In reference to the publication of stop-search data in the CoLP website, the Chairman asked if this had been completed and, if not, when it would be completed. The Head of Strategic Development explained that there were still issues with the data categories matching up with the NICHE system which were causing delays. The Chairman noted that it was not necessary to create extra work but requested that a date of completion be set for this. (7)

The Chairman queried stop and search training provision and the Assistant Commissioner confirmed that dates were in place as referenced in Item 4, Appendix 7. He reassured Members that he was confident of delivery. The Chairman requested an update on the number of officers that had been trained at the November meeting. (8)

The Chairman requested an update on information-sharing agreements. The Head of Strategic Development explained that, although standards were high and agreements were in place with key partners, these agreements needed to be signed in order for the recommendation to be marked as GREEN.

In reference to the recommendation around CoLP's impact on serious and organised crime, the Chairman noted that there had been significant delay from the target completion date of September 2017. The Head of Strategic Development explained that the internal standards were higher than those demanded by HMICFRS and that this could otherwise be marked as GREEN. The Chairman requested that if HMICFRS standards are met then recommendations should be marked as GREEN and that any additional improvements be monitored internally as part of the forces performance management regime as business as usual.

RESOLVED – That the report be received.

7. **INTERNAL AUDIT UPDATE**

The Sub-Committee received a report of the Chamberlain that provided Members with an update on the work of Internal Audit that had been undertaken for CoLP since the last report in April 2018.

The Chairman noted that challenges around internal controls and asked if the number of days assigned to the audit work was appropriate. The representative of Internal Audit confirmed that it was deemed appropriate and was subject to constant review.

A Member noted that volumes of F.O.I. requests and deadlines to deal with these was marked as RED and suggested that this was worrying. The representative of Internal Audit explained that the timescales were challenging in this area and confirmed that they would feed further information back to Members. (9)

Members noted that there appeared to be repetition in the status column of the table included within Appendix 2 of the report which was likely erroneous. The Chairman asked for clarification of what was accurate within Appendix 2 as Members were not confident in the information.

A Member stated their concerns over the status of Police-seized goods, cited as the Assistant Commissioner to consider accepting risk and closing, suggesting that there could be a potential misappropriation issue. The Assistant Commissioner agreed to feedback information about the process involved. (10) The Chairman noted that it was possible that other controls covered this area so it was right to accept risk in some cases. The Chairman requested an update on the RED risks in relation to Police-seized goods. (11)

RESOLVED – That the report be received.

8. **HR MONITORING INFORMATION 2017/18**

The Sub-Committee received a report of the Commissioner of Police that set out CoLP's Human Resources monitoring data for 2017/18.

The Chairman noted that the number of Professional Development Reviews overdue within the Economic Crime Directorate appeared to be high. The representative of Human Resources explained that these were all currently being chased but there was a quality issue in some instances and so they would not be marked as complete until they were returned with the quality issues addressed. She noted that the highest PDR return rates were linked to areas where there were skills gaps.

The Chairman noted that there appeared to be a significant number of resignations from CoLP. The representative of Human Resources explained that there had been a significant number of resignations from officers moving to the private sector seeking preferable remuneration. However, the Assistant Commissioner commented that he was also aware that there were a number of returning personnel in areas such as the Economic Crime Directorate, as some individuals had realised that there were other benefits to working for the Police including job satisfaction and the subsidised travel scheme meant that individuals were not earning as much as they thought they would without this benefit when working for the private sector. The HR representative explained that great work had gone into organisational development with an individual focus in order to try and retain skilled individuals. The Chairman requested that percentage figures rather than actual numbers be quoted in future reports to give a better comparison with other forces. (12)

A Member asked about the gender distribution and the representative of Human Resources explained that it was favourable, with a large intake of female staff in recent recruitment campaigns for probationers and transferees.

The Chairman noted that BAME representation was favourable with national comparison but was poor in comparison to MPS. The Assistant Commissioner noted this and explained that recruitment was hoped to see improvements with the workforce plan. The representative of Human Resources explained that great work had been done to improve the desirability of detective roles for BAME candidates, including social media initiatives. The Chairman noted that it would not be resolved quickly but required a long-term plan. The Assistant Commissioner also emphasised that the diversity of the City of London itself should be taken into account as it was likely not as diverse as the greater London area. A Member noted that BAME candidates were still underrepresented by comparison with the 20% non-white and 40% female figures in the City of London.

A Member asked about the gender disparity of senior roles and the Assistant Commissioner explained that although these figures were not available to quote at the meeting, he confirmed that two female Commanders had recently been appointed. A Member noted that although the gender pay gap data had been published for the City Corporation, it had not been published specifically for CoLP. He requested that this be provided to the Sub-Committee. (13)

A Member asked whether there was a record of fitness testing of employees of CoLP. The representative of Human Resources explained that this was recorded on a bi-monthly basis, with employees subject to testing on an annual basis.

A Member asked if there was an age limit on officers. The representative of Human Resources explained that there was technically no age limit, though pension considerations meant that it was not financially beneficial beyond a certain point.

A Member noted that there was no limit on commuting distance and asked if there had been any issues as a result of this. The Assistant Commissioner explained that 95% of staff relocate near London and noted the effectiveness of the Rail Delivery Group (RDG) Travel Concession Scheme in making this feasible, and therefore ensuring that skills requirements are met.

The Assistant Commissioner explained that a recent inspection of the HR grievance process by HMICFRS was very positive.

RESOLVED – That the report be received.

9. REVENUE AND CAPITAL OUTTURN 2017/18 [TO FOLLOW]

This item was received as a late report circulated on 28 June 2018 and tabled at the meeting.

The Assistant Commissioner emphasised that £3m of the referenced underspend would likely be attributed to Action Fraud implementation project spend.

The Chairman requested that reports be submitted on time in future so that Members would have a chance to read them prior to the meeting.

RESOLVED – That the report be received.

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

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

12. EXCLUSION OF THE PUBLIC

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

Item No.	Paragraph(s) in Schedule 12A
13-15	3

The meeting closed at 12.43 pm

Chairman

Contact Officer: George Fraser
tel. no.: 020 7332 1174
george.fraser@cityoflondon.gov.uk

This page is intentionally left blank

PERFORMANCE AND RESOURCE MANAGEMENT SUB (POLICE) COMMITTEE

23 NOVEMBER 2018

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
1.	<p>26/04/18 Item 3 - <i>Minutes</i></p> <p>IT Strategy Roadmap Report</p>	<p>The Chairman asked if there was a roadmap for the delivery of the IT programme.</p> <p>18-06-18- The Assistant Commissioner explained that there was an existing roadmap set out for the programme that was awaiting finalisation of capital budgets before it could be circulated. He explained that there would be a report submitted to the Resource Allocation Sub (Policy & Resources) Committee and agreed to submit this to the next meeting agenda for information.</p>	CoLP/ Chamberlain	REPORT ON IT TRANSFORMATION IS ON THE AGENDA?
2.	<p>29/06/18 Item 4 - <i>Outstanding References</i></p> <p>26/04/18 (6) Item 5 - <i>Internal Audit Update</i></p> <p>Corporate Audit (Police Accommodation) Draft Report</p>	<p>The Chairman asked for an explanation of the fieldwork for the corporate wide audit as referenced in paragraph 5 of the covering report. The Head of Internal Audit and Risk Management explained that this fieldwork was complete, and a draft audit report would be submitted to the next meeting.</p> <p>19-06-18: Where findings and recommendations from corporate-wide audit reviews impact on the City Police details will be reported at the following sub-committee meeting. The Chamberlain's Internal Audit team have agreed to provide a verbal update at this meeting in the meantime.</p> <p>Update 29-06-18: The Chairman asked when the draft report would be available. The Head of Internal Audit explained that this would be expected in July. The Chairman emphasised the importance of the work and requested that it be circulated to the Sub-Committee when available.</p>	Chamberlain	OUTSTANDING

3.	<p>26/04/18 Item 4 - <i>Outstanding References</i></p> <p>26/04/18 Item 7 - <i>HMICFRS Inspection Update</i></p> <p>Draft Workforce Plan</p>	<p>The Chairman requested to be given sight of a current draft of the workforce plan as referenced within the report, due for final publication in September 2018.</p> <p>Update 10-09-18- A copy of the draft Workforce Plan v2.6 August 2018 was sent to the Clerk to forward to Deputy Thomson. It is also presented as an agenda item.</p> <p>15-06-18: This is still being refreshed with financial data owing to the lack of staff recently in Financial Services this has taken longer than anticipated.</p> <p>Update 29-06-18: The Chairman asked if this was effectively completed. The Assistant Commissioner confirmed that it was a constantly evolving document and was current. It was agreed to give the Sub-Committee sight of the document on a bi-annual basis as an agenda item for discussion at the meeting. The Chairman requested that it also be circulated to Members via email following the meeting.</p>	CoLP	COMPLETE and also on the agenda
4.	<p>29/06/18 Item 4 - <i>YTD Performance vs Measures</i></p> <p>Project Servator Data</p>	<p>The Chairman requested Project Servator data to be produced in a simple table that illustrated a month-by-month breakdown of deployments and results by major category.</p> <p>Update 01/11/18- The Servator data has been included as described in the appendix to the Performance report and will be so going forward.</p>	CoLP	COMPLETE
5.	<p>29/06/18 Item 4 - <i>YTD Performance vs Measures</i></p> <p>Violent Crime Stats</p>	<p>A Member asked if detail on the times and days of the week that crimes were committed could be included in future reports. The Chairman agreed, also requesting that it be presented in a simple manner.</p> <p>Update 01/11/18- A temporal analysis has been included in the Appendix to the performance report as requested in graphic format and will be so going forward.</p>	CoLP	DUE NOVEMBER 2018 COMPLETE

6.	<p>29/06/18 Item 4 - <i>YTD Performance vs Measures</i></p> <p>City Roads</p>	<p>A Member asked if the number of cyclists receiving fixed-penalty notices could be included in future.</p> <p>Update 01/11/18-The number of FPNs issued has been included in the appendix for the Roads Measure as requested and will be so going forward.</p>	CoLP	DUE NOVEMBER 2018 COMPLETE
7.	<p>29/06/18 Item 6 - <i>HMICFRS Inspection Update</i></p> <p>Stop and Search Data</p>	<p>In reference to the publication of stop-search data in the CoLP website, the Chairman asked if this had been completed and, if not, when it would be completed. The Head of Strategic Development explained that there were still issues with the data categories matching up with the NICHE system which were causing delays. The Chairman noted that it was not necessary to create extra work but requested that a date of completion be set for this.</p> <p>Update 01/11/18- This is still shown as RED in the HMICFRS update on the agenda with rationale given. A new due date for completion of November 2018 has been given.</p>	CoLP	OUTSTANDING
8.	<p>29/06/18 Item 6 - <i>HMICFRS Inspection Update</i></p> <p>Stop & Search Training</p>	<p>The Chairman requested an update on the number of officers that had been trained at the November meeting.</p> <p>Update : As of 06/11/18:</p> <ul style="list-style-type: none"> • 207 officers have received the updated stop and search training • There are 513 officers still to complete the training • 178 of those outstanding are considered a priority owing to performing an operational/ frontline role. <p>Fuller details are in the HMIC Update appendix item.</p>	CoLP	COMPLETE
9.	<p>29/06/18 Item 7 - <i>Internal Audit Update</i></p>	<p>A Member noted that volumes of F.O.I. requests and deadlines to deal with these was marked as RED and suggested that this was worrying. The representative of Internal Audit explained that the timescales</p>	CoLP/CoL Internal Audit	OUTSTANDING

	FOI Requests	<p>were challenging in this area and confirmed that they would feed further information back to Members.</p> <p>Update 06/11/18- This stems partly from a back log of departments providing information to FOI. A plan has been agreed with the Performance Information Unit where they have agreed to provide data for 5 cases a day in respect to the backlog cases concerning statistical data. With a current backlog this calculates as an exercise which would take approximately 3-4 months to clear. In addition, the publishing of additional statistical output from other sources is being considered to help clear the backlog. The backlog is being monitored by the Commissioner as part of his oversight of FOI at the Force Information Management Board.</p>		
10.	<p>29/06/18 Item 7 - <i>Internal Audit Update</i></p> <p>Police-Seized Goods</p>	<p>A Member stated their concerns over the status of Police-seized goods, cited as the Assistant Commissioner to consider accepting risk and closing, suggesting that there could be a potential misappropriation issue. The Assistant Commissioner agreed to feedback information about the process involved.</p> <p>Update 06/11/18- This refers to recommendation 14 within the audit report. Initially this was accepted as a risk due to resourcing issues within Information Management Services, but the activity of dip sampling has been delegated by the Assistant Commissioner to Professional Standards Dept to monitor disposals of property and ensure the Force operates with integrity.</p>	CoLP	COMPLETE
11.	<p>29/06/18 Item 7 - <i>Internal Audit Update</i></p> <p>Police-Seized Goods</p>	<p>The Chairman noted that it was possible that other controls covered this area so it was right to accept risk in some cases. The Chairman requested an update on the RED risks in relation to Police-seized goods.</p> <p>Update 06/11/18- There were three red recommendations within this report.</p>	CoLP	COMPLETE

		<ul style="list-style-type: none"> • Recommendation 5: This has been completed and evidenced to internal audit. • Recommendation 6: Audit are invited to view Niche system as evidence of completion. An Audit of ECD property locations has been undertaken and the locations provided to IMS for reference and note on Niche. At time of report update Audit have not signed off the recommendation as complete as have yet to review the evidence provided by the Force • Recommendation 11: this has been completed and evidenced to Internal Audit. 		
12.	29/06/18 Item 8 - <i>HR Monitoring Information</i> HR Monitoring Report Data	<p>The Chairman requested that percentage figures rather than actual numbers be quoted in future reports to give a better comparison with other forces.</p> <p>Update 01/11/18- Percentages have been included for data where possible.</p>	CoLP	REPORT DUE November 2018 and is on agenda.
13.	29/06/18 Item 8 - <i>HR Monitoring Information</i> CoLP Gender Pay Gap	<p>A Member noted that although the gender pay gap data had been published for the City Corporation, it had not been published specifically for CoLP. He requested that this be provided to the Sub-Committee.</p> <p>Update 01/11/18- Police Officer Gender pay Gap data which the Force/ Corporation is statutorily obliged to publish is included in the HR Monitoring report on the agenda.</p> <p>(The gender pay gap data for Police Officers was presented to the Police Committee in the Equality and Inclusion update in September 2018. Police Staff data was also circulated to Members on the 19th October 2018 as a result of a request from Police Committee).</p>	CoLP	COMPLETE and in report on the agenda
14.	26/04/18 Item 3 -	The Assistant Commissioner had explained that Police telephony had suffered from significant issues. The Chairman asked for an update	CoLP	PROJECT DELIVERY DUE

	<p><i>Minutes</i></p> <p>Police Telephony</p>	<p>on their status and the Assistant Commissioner confirmed that this had been actioned and the issues were expected to be resolved by September of this year.</p> <p>Update from IT 12/11/18- The IP Telephony project will deliver an updated Telephony system and a new, separate Call Recording functionality in the first quarter of 2019.</p> <p>It will take an incremental approach to testing, building and commissioning the new solutions and decommissioning the legacy technologies to reduce organisational risk.</p> <p>It has primarily been delayed as the project needs to revisit the CoL Gateway process with bids cost coming from a call recording procurement exercise and to reduce the change impact to the business;</p> <p>This new timing supports a number of operational requirements, particularly around the ongoing accommodation moves and avoiding making changes during high profile events. This revision to the timeline was approved by the IP Telephony Project Board in August 2018.</p> <p>Update 30-05-18: This originally related to a specific issue with recording of calls but an upgrade is now taking place across the Police telephony network in order to future proof it. A Gateway 3/ 4 report was submitted to the Project Sub Committee's and Police Committee's May meetings and currently the project is on track to deliver by September/October.</p>		<p>SEPTEMBER 2018 Outstanding-delivery now due in Q1 2019</p>
--	------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	---------------------------------------------------------------------------------

Agenda Item 5

Committee(s): Police Performance and Resource Management Sub Committee- for information	Date(s): 23 rd November 2018
Subject: HMICFRS Inspection Update	Public
Report of: Commissioner of Police Pol 82-18	For Information
Report author: Stuart Phoenix, Head of Strategic Development	

Summary

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

Reports published

No new Force Reports have been published in the last period

National Reports	Date:
2 new reports published: Understanding the difference: the initial police response to hate crime	19 th July 2018
Joint inspection of the handling of cases involving disability hate crime	9 th October 2018

Inspections undertaken since last report

HMICFRS are finalising their national thematic fraud inspection report having concluded fieldwork. No date has been announced for the reports publication.

Inspections Due

The Integrated PEEL inspection was originally scheduled for 2 weeks 26th November to 7th December 2018. HMICFRS have revised this to 1 week commencing 3rd December 2018 a reflection of the Force being graded GOOD in 3 areas last year and removed from this year's assessment [crime prevention, current demand and use of resources and workforce treatment].

The inspection will cover 4 mandatory areas vulnerability, strategic threats, future demand and ethics/counter corruption. In addition, the Force will be inspected for crime investigation, serious and organised crime and public treatment & powers. This inspection has been supported by a number of HMICFRS activities comprising file reviews and insight visits which took place earlier in the year.

Reports Due for Publication- None

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. There are currently 23 outstanding recommendations, a decrease of 11 from the 34 outstanding recommendations reported to your Sub Committee in June 2018. There are 18 new greens to report, demonstrating good progress since your June 2018 Sub Committee.

Report	Number of open recommendations and status
Joint Inspection of the Handling of Cases Involving Disability Hate Crime	4 AMBER
Understanding the difference: the initial police response to hate crime	5 AMBER 1 WHITE 2 NEW GREEN
Out-of-court disposal work in youth offending teams	5 AMBER
PEEL: Police Effectiveness 2017 – National	3 NEW GREEN 1 WHITE
PEEL: Police Effectiveness 2017 – CoLP	1 AMBER 3 NEW GREEN
PEEL: Police Legitimacy 2017 – National	1 AMBER 1 RED
PEEL: Police Legitimacy 2017 – CoLP	2 NEW GREEN
PEEL: Police Efficiency [including leadership] 2017 - COLP	2 NEW GREEN
Stolen freedom: the policing response to modern slavery and human trafficking	1 NEW GREEN 1 NEW CLOSED 1 AMBER
HMCPSI and HMICFRS National Report - Living in fear (July 2017)	1 NEW CLOSED 3 AMBER
PEEL: Police Effectiveness 2016 – National	1 NEW GREEN
PEEL: Police Effectiveness 2016 – CoLP	2 NEW GREEN
Best Use of Stop & Search Scheme Revisit	1 RED
PEEL: Police Legitimacy 2016 – National	1 NEW GREEN
Recommendation Summary	Number
NEW Green	17
Amber	20
Red	2
White	2
Total Amber/Red/White Recommendations	23

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 have been 2 new national 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. Two new national thematic reports have been published since the last report to your Sub Committee in June 2018:

Understanding the difference: the initial police response to hate crime

This report sets out findings from an initial scoping study which HMICFRS undertook across the following areas:

- how forces raise awareness of hate crime in their communities;
- initial call handling;
- crime and incident recording, including the use of hate crime and online flags;
- how forces use problem profiles to help identify trends and patterns of offending and victimisation;
- the risk assessments that forces carry out to determine the response and ongoing support to the victim, and the risk management that follows; and
- the police response to reports of hate crime; and the system for referrals to victim support services.

Joint inspection of the handling of cases involving disability hate crime

This inspection focused on progress made by the police and Crown Prosecution Service (CPS) in response to findings from the previous reports: Living in a different world: Joint review of disability hate crime in 2013, and Joint review of disability hate crime – follow up in 2015.

The inspection was conducted jointly by Her Majesty's Crown Prosecution Service Inspectorate (HMCPIS) and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). Six police forces were inspected by HMICFRS. These were: Cheshire, Devon and Cornwall, Hampshire, the Metropolitan Police Service (MPS), Nottinghamshire, and South Wales. The report highlights 4 issues that need to be addressed by the police and these have been added to Appendix A.

Inspections undertaken since the last report

3. No Force inspections have been undertaken since the previous report, to your Sub-Committee.

Inspections Due

Integrated PEEL Inspection

4. The Integrated PEEL inspection was originally scheduled for 2 weeks 26th November to 7th December 2018. HMICFRS have revised this to 1 week commencing 3rd December 2018 a reflection of the Force being graded GOOD in 3 areas last year and therefore removed from this year's assessment [crime prevention, current demand and use of resources and workforce treatment].
5. The 1 week inspection will cover 4 mandatory areas which are: vulnerability, strategic threats, future demand and ethics/counter corruption. In addition, the Force will be inspected for crime investigation, serious and organised crime and public treatment & powers.
6. This inspection has been supported by a number of HMICFRS activities comprising reviews and insight visits which took place earlier in the year namely:
 - Stop and search- comprises a data and document submitted.
 - Serious and Organised Crime insights,
 - Crime files review of 60 files [not the CDI inspection]
 - A review of Grievances files
 - Professional Standards insight including abuse of authority and counter corruption.
7. On Monday 5th November 2018, HMICFRS arrived in Force for the unannounced Custody inspection. This inspection will be on-going when this report is submitted for the Sub Committee deadline. Early feedback may be available to update Members verbally at the Sub Committee.
8. HMICFRS's rolling unannounced inspection programmes that could still take place are, Crime Data Integrity and Child Protection.

Current status of HMICFRS Recommendations

9. A total of 14 HMICFRS reports have been managed by the Force during the last reporting period; 2 new reports were added to this total.
10. The current status of recommendations is summarised in the table below with full details contained in Appendix A. 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.
11. There are currently 23 outstanding recommendations, a decrease of 11 from the 34 outstanding recommendations reported in June 2018.

12. There are 18 new greens to report.

Current Status of HMIC Recommendations Summary

Recommendation Summary	Number
NEW Green	17
Amber	20
Red	2
White	2
Total Amber/Red/White Recommendations	23

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

Conclusion

13. The Force is making steady progress with implementation of HMICFRS recommendations which contribute to business improvement across the organisation.

14. Members are asked to note the report.

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

Contact:

Stuart Phoenix

Head of Strategic Development

Telephone: 020 7601 2213

Email: Stuart.Phoenix@cityoflondon.pnn.police.uk

This page is intentionally left blank

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.

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, these are being progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	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.	AMBER	No deadlines have been set within the published report.	This report was only published in October 2018. Strategic Development has received the report and a draft action plan is in development in liaison with the relevant business area. Updates will be provided to the next Sub Committee.
2	Chief constables should ensure that all cases involving disability hate crime are accurately flagged in accordance with the Home Office counting rules for recorded crime.	AMBER	The force will assess	
3	Chief constables should ensure that there is effective supervision of all disability hate crime cases, to assure themselves that investigations and subsequent case file	AMBER		

Recommendations & Areas for Improvement		Status	Due Date	Comment
	submissions to the CPS have been completed to an appropriate standard.		the report and set its own deadline	
4	Chief constables should ensure that victims are offered an opportunity to make personal statements in all relevant cases, and that, when appropriate, these statements are taken and provided to the CPS.	AMBER		

The following recommendations are for the CPS and NPCC Lead to progress and are shown here for completeness.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 24	The prosecutor at the charging stage, or initial review in police-charged cases, should comply with the CPS guidance and set out clearly why the case should be flagged on the CPS case management system as a disability hate crime.	WHITE		This action is for the CPS.
	The CPS, in conjunction with the National Police Chiefs' Council, should revise the police section of the MG3 record of charging decision so it can be flagged clearly to identify cases where, in accordance with the definition, the police consider there to be a hate crime.	WHITE		This action is for the CPS.
	Prosecutors should ensure that, in every case for which an s146 uplift is to be applied, they set out clearly at the charging stage the evidence or information that supports the application.	WHITE		This action is for the CPS.
	The CPS should modify the prosecutor app to allow the prosecutor at court to check the relevant box on the case management system which shows that the s146 uplift has been applied by the court.	WHITE		This action is for the CPS.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	The CPS should negotiate with Her Majesty's Courts and Tribunal Service to ensure that the court sentencing record distinguishes the basic and uplift elements of the offence.	WHITE		This action is for the CPS.
6	Prosecutors should comply with the requirement to send an s146 letter to the court and the defence and compliance should be monitored by Area Hate Crime Co-ordinators.	WHITE		This action is for the CPS.
7	The CPS and the National Police Chiefs' Council leads for out-of-court disposals should review the current guidance for hate crime out-of-court disposals and should revise this guidance to make it clear when these are appropriate for hate crime.	WHITE		This action is for the CPS and NPCC lead.

Understanding the difference: the initial police response to hate crime

National report by HMICFRS

Published July 2018

This report makes 15 recommendations. 8 are for the force and 2 of these are complete, 5 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
1	<p><u>Cause of concern</u></p> <p>We are concerned that forces and the government don't have enough information to understand fully how different groups are victimised. Having more information would make sure police activity is intelligence-led and that victims get the right support.</p>	WHITE	January 2019	This action is for the NPCC Hate Crime lead, Home Office and the Ministry of Housing, Communities and Local Government. See recommendation below.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p><u>Recommendation</u> We recommend that, within six months, the NPCC hate crime lead works with the Home Office and the Ministry of Housing, Communities and Local Government to consider jointly whether flags for all forms of hate crime should be differentiated to give a better understanding of how different groups are victimised.</p>			
<p><u>Cause of concern</u> We are concerned that flagging hate crime incorrectly has serious implications for forces in terms of their ability to understand hate crime and how it affects victims and their communities, and then respond appropriately. Incorrect flagging also undermines the integrity of published national data and analysis.</p> <p><u>Recommendation</u> We recommend that, within three months, chief constables make sure hate crimes are correctly flagged, and that forces have good enough processes in place to make sure this is done.</p>	AMBER	October 2018	<p><u>Task Required</u> Flagging guidance and confirmation that appropriate processes are embedded.</p> <p><u>Current position</u> There are still issues with the consistency and accuracy of flagging. Flagging guidance is being produced by the Head of Public Protection to ensure officers understand requirements and includes specific reference to Hate Crime. This document is in consultation and due for issue in November 2018.</p> <p>The new guidance will be circulated on completion (scheduled for Nov 18) after which there will need to be a period of checks to ensure that the new guidance is being complied with.</p> <p>This guidance references the Crime Management and Public Protection Units documenting existing practises for reviewing flags in addition to officer responsibilities.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>3</p> <p><u>Cause of concern</u> We are concerned that some hate crime victims may be vulnerable to being targeted repeatedly and, at the moment, the risks to them aren't being assessed well enough.</p> <p><u>Recommendation</u> We recommend that, within six months, chief constables adopt a system of risk assessment for vulnerable victims of hate crime. The NPCC lead for hate crime and the College of Policing should give chief constables advice about how best to do this.</p>	AMBER	January 2019	<p><u>Task Required</u> Review current risk assessment system and adopt any forthcoming advice from the NPCC lead and College of Policing.</p> <p><u>Current Position</u> Community Policing are revising the ASB SOP to include a risk assessment question set and score matrix. This will capture hate crime related incidents and link into E-CINS¹, which has been purchased by the City of London Corporation [implementation pending]. These enhancements will further facilitate the identification of lower risk hate crime and assist in identifying and managing the response to repeat victims; high risk hate crime is already managed by the public protection unit with a suitable risk assessment process in place.</p> <p>The score matrix is to be available to officers within Pronto/Niche for them to complete when dealing with incidents.</p>
<p>4</p> <p><u>Cause of concern</u> We are concerned that the risks to some hate crime victims aren't being managed well enough or consistently enough, and some hate crime victims are less safe as a result.</p> <p><u>Recommendation</u> We recommend that, within six months, chief constables incorporate risk management into a risk assessment process for vulnerable victims of hate crime. The NPCC lead for hate crime and the College of Policing should give chief constables advice about how best to do this.</p>	NEW GREEN	January 2019	<p><u>Task required</u> Review risk assessment processes for vulnerable victims of hate crime.</p> <p><u>Current position</u> The RARA [Remove, Avoid, Reduce or Accept] risk management model is utilised by the Public Protection Unit.</p> <p>Communities have a nominated ASB officer who conducts assessments of related incidents [which will include hate crimes], providing an escalation path if appropriate.</p>

¹ E-CINS is a joint database used by partners to problem solve across many areas of policing

	Recommendations & Areas for Improvement	Status	Due Date	Comment
5	<p><u>Cause of concern</u> We are concerned that the recurring risks to some hate crime victims aren't being managed well enough or consistently enough, and that the most vulnerable victims would be safer if the police routinely worked with partner organisations to manage risks to victims.</p> <p><u>Recommendation</u> We recommend that, within six months, chief constables work with partner organisations to adopt a system of risk management for vulnerable victims of hate crime. The NPCC lead for hate crime and the College of Policing should give chief constables advice about how best to do this. They should also consider whether the principles of the multi-agency risk assessment conferences (MARAC) process are a good way to manage the risks to hate crime victims.</p>	AMBER	January 2019	<p>Guidance from the NPCC lead for hate crime and the College of Policing is pending.</p> <p>However, the force already utilises the MARAC process for hate crime incidents when appropriate and this is reflected within the Hate Crime SOP.</p>
6	<p><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.</p> <p><u>Recommendation</u> We recommend that, within three months, chief constables make sure that the Home Office cyber-enabled flag is</p>	AMBER	October 2018	<p>The Head of Public Protection is producing guidance on flagging [reference recommendation 2 above] currently in consultation and will be issued in November 2018.</p> <p>The daily crime meeting has cyber enable crime as a standing item to ensure an appropriate response to any reported crimes.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
consistently applied, and that forces have adequate systems in place to make sure that this is done.			
<p>7</p> <p><u>Recommendation</u> We believe there needs to be a change to control room practice to make sure victims are asked why they perceive that the perpetrator has acted as they have done. This will make sure victims get an appropriate response.</p> <p>We recommend that, within six months, the NPCC lead for hate crime should review and consult on the introduction of a police force control room process, whereby callers are asked why they perceive that the perpetrator has acted as he or she has done.</p>	NEW GREEN	January 2019	<p><u>Task required</u> Establish the existing process within control and establish if change is required.</p> <p><u>Current position</u> This is already reflected within current practice. The CAD system provides prompts when recording; specifically asking why the caller believes it had happened or why they believe they have been targeted.</p>
<p>8</p> <p><u>Recommendation</u> Our inspection shows that some hate crime victims get a better service than others. This is because forces apply the 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. 	WHITE	January 2019	<p>This action is for the NPCC lead for hate crime and College of Policing.</p> <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>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>9</p> <p><u>Recommendation</u> We believe hate incident data is a valuable source of information about hate crime. However, this data can't currently be broken down into sub-categories to give a better understanding of the victimisation of different groups.</p> <ul style="list-style-type: none"> • We recommend that, within six months, the NPCC lead should work with the Home Office and the Ministry of Housing, Communities and Local Government to review the section of the National Standard for Incident Recording which relates to hate incidents. This should establish what updates would lead to more detailed data on hate crime incidents, which in turn would allow better understanding of the victimisation of different groups. 	WHITE	January 2019	This action is for the NPCC Lead for Hate Crime.
<p>10</p> <p><u>Recommendations</u> We don't think the College of Policing operational guidance currently reflects the importance of appropriately flagging hate and cyber-enabled crime.</p> <ul style="list-style-type: none"> • We recommend that, within six months, the College of Policing should review and refresh the hate crime operational guidance. This is specifically with reference to the importance of making sure hate crimes are flagged appropriately. 	WHITE	January 2019	This action is for the College of Policing
<p>11</p> <p>We recommend that, within six months, the NPCC lead for hate crime and the College of Policing should work together to review and update the hate crime operational guidance to include a section on online offending.</p>	WHITE	January 2019	This action is for the NPCC lead for Hate Crime and the College of Policing
<p>12</p> <p><u>Recommendation</u> In our view, police forces aren't always giving some hate crime victims enough information about support groups or what</p>	WHITE	No date set by HMICFRS	This action is for the NPCC lead for Supporting Victims

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>happens next with their cases. In other cases, when the police do give victims the information, the police don't always give enough consideration to the victim's circumstances (for instance, by making this information available in different formats or languages).</p> <ul style="list-style-type: none"> • We recommend that the NPCC lead for supporting victims should urgently review how much information forces give victims of hate crime. They should also give chief constables guidance about how best to communicate with victims of hate crime, taking their personal circumstances into consideration. 			
<p><u>Recommendation</u> 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. 	AMBER	<p>No date set by HMICFRS</p> <p>Deadline of April 2019 set</p>	<p>At this time the force does not have a hate crime problem profile and its priority for production is currently being assessed by FIB.</p> <p>Hate crime incidents are already monitored by the Force Intelligence Bureau (FIB) and reported externally to the national Community Tensions Team. Internally, hate crime is reported within the vulnerability dashboard [monthly].</p>
<p><u>Area for improvement</u> The College of Policing should review the existing hate crime training package. It should then give details of effective training to all forces for them to use, so they can give victims of hate crime a better service.</p>	WHITE	<p>No date set by HMICFRS</p>	<p>This action is for the College of Policing</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
15	<u>Area for improvement</u> The NPCC lead for hate crime should review whether the national hate crime team has enough staff. If necessary, the NPCC lead should commit to recruiting more staff to make sure positive change happens as quickly as possible.	WHITE	No date set by HMICFRS	This action is for the NPCC lead for Hate Crime

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.

Page 32

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	Recommendation Youth offending teams and chief constables should: Make sure that the requirements of youth conditional cautions are meaningful to children, and describe the desired outcomes and how these will be achieved.	AMBER	No deadline specified within the report	The 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.
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	March 2019 deadline set	A process map is in production to ensure officers understand their specific roles in following APP and this is likely to be supported with additional guidance. If they don't already do so, this will ensure that officers are able to articulate and reinforce the implications of receiving an out of court disposal to children before they accept it.

Recommendations & Areas for Improvement		Status	Due Date	Comment
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		With reference to referrals to YOTs the process map will also assist in giving officers clearer guidance on this issue too.
10	Recommendation Chief constables should make sure that referrals to YOTs are sufficiently timely to meet the needs of victims for speedy justice and achieve the objectives of out-of-court disposals; and make the YOT aware of all community resolutions given by the police.	AMBER	No deadline specified within the report	
	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	March 2019 deadline set	Custody SOPs are being reviewed to ensure adequate direction for custody staff when processing youths.

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

Page 37

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>Recommendation By October 2018, all forces should review their own approach to neighbourhood policing to check whether the service they provide to local communities meets these guidelines. As soon as possible, they should make any changes they need to implement the guidelines.</p>	<p>NEW GREEN</p>	<p>October 2018</p>	<p>The College of Policing were to publish the final version of their guideline in April 2018, however this was delayed by 2 consultations the college undertook. The final version of the guidance was republished in September 2018.</p> <p>However a report was presented to the Transform Board on 25th April 18 re Community Engagement Services detailing early opportunities to focus on relevant areas of the Corporate Plan and the College of Policing’s new (draft) Neighbourhood Policing Guidance with proposals re realignment of resources. This approach was also ratified at the Forces Strategic Management Board in September 2018.</p> <p>Further reports will be presented to scheduled Transform Boards if necessary for any further changes.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>2</p> <p>Recommendation By September 2018, all forces with a shortage in qualified detectives and/or other investigators should develop an action plan. The plan should set out in detail what the force will do to address the shortage in the short, medium and long term. It should be in line with the national plan to develop investigative capacity and capability that all chief constables in England and Wales have agreed. This plan should draw on the information in the force management statement about:</p> <ul style="list-style-type: none"> the investigative demand the force expects to face in the next four years; and how the force will change and improve the condition, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand. <p>To make sure the plans are consistent, the National Police Chiefs' Council lead on investigative resilience has agreed to provide advice on the areas each plan should cover by April 2018.</p>	<p>NEW GREEN</p>	<p>September 2018</p>	<p>On 14th May 2018 NPCC (Investigator Resilience Programme Team) provided force(s) with a template action plan, advice and guidance which the force has used to develop their own local plan (drawing on work being developed at a national level).</p> <p>The force has populated this template which is reviewed at Strategic Workforce Planning.</p>
<p>3</p> <p>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.</p>	<p>NEW WHITE</p>	<p>September 2018 And January 2019</p>	<p>This matter has been alerted to the Vulnerability Working Group Chair but as yet no information regarding peer reviews has been received from the College of Policing. This cannot be progressed until the College has produced details of the peer review.</p> <p>The College of Policing has recently launched a new Vulnerability training package. L&D training officers have attend 'train the trainer' events in order to be able to deliver this accredited package in force and a programme of delivery is being arranged with duty planning to maximise attendance.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<p>Recommendation</p> <p>By September 2018, all forces should review how they are implementing changes to pre-charge police bail, working with the National Police Chiefs' Council lead.</p> <p>The review should include an assessment of how far vulnerable people are being affected by these changes.</p> <p>As soon as possible, forces should then put into effect any necessary changes to make sure they are using bail effectively, and in particular that vulnerable victims get the protection that bail conditions can give them.</p>	NEW GREEN	September 2018	<p>Oversight of the Bail Act sits with Custody Management which meets on a regular basis and includes updates from the Bail Manager as a standing item.</p> <p>The bail SOP has been reviewed and updated appropriately.</p>

PEEL: Police Effectiveness 2017 – CoLP

A force report by HMICFRS

Published March 2018

This report was published 22nd March 2018.

There are 5 recommendations; 4 are complete, 1 is being progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Area for Improvement</p> <p>The force should review its process for sharing information with schools in relation to children affected by domestic abuse incidents, to ensure information is shared as quickly and effectively as possible.</p>	NEW GREEN	No deadlines set by HMICFRS	<p>The force has conducted this review and as a result has engaged with Corporation partners to implement Operation Encompass which is a scheme running in 33 forces working in partnership to facilitate the early sharing of information.</p> <p>The Head of the Public Protection Unit updates the Corporation's Safeguarding and Education forum, most recently on the 2nd October 2018.</p> <p>Implementation of this information sharing platform is expected for January 2019 to align with the new school term.</p>

	Recommendations & Areas for Improvement	Status	Due Date	Comment
2	<p>Area for Improvement The force should ensure that it is proactive in its approach to identifying and apprehending those who produce or share indecent images of children.</p>	NEW GREEN	<p>No deadlines set by HMICFRS</p> <p>Force to determine</p>	<p>In response to this area for improvement the Public Protection Unit has agreed a process with the cyber-crime Unit to check 1 IP address per month to establish if it geo-locates to the City.</p> <p>The Public Protection Unit are linked in with the relevant teams/groups regionally around this work.</p> <p>Consideration has been given to a PPU officer being trained to undertake these checks; demand is low and this was not pursued.</p>
	<p>Area for Improvement The force should enhance its approach to the 'lifetime management' of organised criminals to minimise the risk they pose to local communities. This approach should include routine consideration of ancillary orders, partner agency powers, and other methods to deter organised criminals from continuing to offend.</p>	AMBER	<p>No deadlines set by HMICFRS</p> <p>November 2018 deadline set to align with the next PEEL inspection</p>	<p>The force has reviewed and enhanced its governance arrangements in addition to considering additional posts.</p> <p>Both the Transform Board (April 2018) and the Strategic Management Board [September 2018] have agreed to 4 dedicated Lifetime Offender Management posts appointment to these positions will be an internal process. HR has been given authority by Commander Ops to progress this as a priority.</p>
5	<p>Area for Improvement The force should strengthen its response to drug-dealing networks using 'county lines', to stop them inflicting violence and exploitation on local communities</p>	NEW GREEN	<p>No deadlines set by HMICFRS</p> <p>Nov 2018 deadline set to align with next PEEL inspection</p>	<p>The force has produced a drugs problem profile together with a risk reduction strategy. This has been presented to the force tactical tasking and co-ordination group for progressing and monitoring.</p>

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 due November 2018.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>Cause of concern HMICFRS is concerned that forces are not able to demonstrate that the use of stop and search powers is consistently reasonable and fair. In particular, there is over-representation of BAME people, and black people in particular, in stop and search data which many forces are unable to explain.</p> <p>Recommendation By July 2018, all police forces across England and Wales should be regularly and frequently monitoring a comprehensive set of data and information on use of stop and search powers to understand:</p> <ul style="list-style-type: none"> the reasons for any disproportionate representation of different ethnic groups in the use of stop and search; the extent to which find rates differ between people from different ethnicities, and across different types of searches (including separate identification of find rates for drug possession and supply-type offences); and the prevalence of possession-only drug searches, and the extent to which these align with local or force level priorities. <p>Where forces identify disparities through monitoring, they should demonstrate to the public that they have:</p> <ul style="list-style-type: none"> carried out research and analysis in an attempt to understand the reasons for the disparity, and taken action to reduce the disparity, where necessary; <p>We expect forces to publish this analysis and any actions taken at least on an annual basis, from July 2018.</p>	<p>RED</p>	<p>July 2018</p> <p>Now due November 2018</p>	<p>The stop and search dashboard has been re-established and published quarter 1 2018/2019. This collects and collates data on requisite aspects of Stop and Search.</p> <p>The Stop and Search and Use of Force Working Group [September 2018] received this dashboard and reviewed it.</p> <p>Whilst comprehensive, work is ongoing in relation to:</p> <ul style="list-style-type: none"> find rates by ethnicity across different types of search Drug possession find rates Outcomes by police unit / Officer to enable scrutiny by the Stop and Search and Use of Force Working Group [not for publication]. <p>These will be included within future dashboards and planned for the quarter 2 2018/2019 to be published November 2018.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>Recommendation By July 2018, and ongoing following that date, forces should ensure that all officers who use stop and search powers have been provided with, and understand, training on unconscious bias and College of Policing APP on stop and search.</p>	AMBER	Force Set deadline of December 2018	<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. This training was already being delivered at the time this report was published and continues to be; training attendance is monitored by the Stop and Search and Use of Force Working Group.</p> <p>Police teams which undertake stop and search have been identified and the target to achieve this is currently by 20th December 2018.</p> <p>As of 06/11/18:</p> <ul style="list-style-type: none"> • 207 officers have received the updated stop and search training • There are 513 officers still to complete the training • 178 of those outstanding are considered a priority owing to performing an operational/ frontline role. <p>Duty Planning have rostered all staff set dates to attend this training. However it is proving challenging to fill the courses to capacity for a number of reasons including other training which has been prioritised such as Disclosure training and Vulnerability training. The training abstractions coupled with other abstractions for annual leave and sickness have an impact on resilience for BAU. Head of L&D is reviewing this position with colleagues with a view to increasing capacity on the S&S training courses.</p> <p>The stop and search training being delivered was designed by the College of Policing for use by all forces and incorporates unconscious bias training.</p>

PEEL: Police Legitimacy 2017 – CoLP

A national report by HMICFRS
Published 12th December 2017

There are 7 areas for improvement which apply to the force, 5 are complete, 2 closed.

	Recommendations & Areas for Improvement	Status	Due Date	Comment
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 40</p> <p>6</p>	<p>The force should improve its ability to monitor and improve the fairness and effectiveness of its process for managing individual performance and development and communicate this to the workforce.</p>	<p>NEW GREEN</p>	<p>Deadline October 2018 assigned by Strategic Development to align with the November 2018 IPA inspection</p>	<p>This area for improvement was originally cited within the PEEL Legitimacy 2016 force level report.</p> <p>Progress already reported to HMICFRS includes:</p> <ul style="list-style-type: none"> • The Talent Management Strategy launching 10th July 2018 and its associated working group • Establishment of a Performance Development Action Plan <p>The automated PDR Review Process was introduced in May 18. All officers and staff are required to upload their 2018/19 objectives onto system and recording evidence and progress against throughout year. This electronic system will enable more effective monitoring of process on an ongoing basis.</p> <p>The force PDR intranet site has been reviewed and updated and includes update guidance including delivery of feedback.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
7	The force should improve its understanding of its workforce's wellbeing and use this to prioritise the services it provides.	NEW GREEN	August 2018	The force has a well-being action plan, champion and well established staff network group. The workforce plan has been revised and references a five year Wellbeing Framework with priorities.

PEEL: Police Efficiency [including leadership] 2017 - COLP

A force report by HMICFRS
Published November 2017

There are 4 recommendations which apply to force and are complete.

Page 41

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Areas for improvement</p> <p>The force should put in place better processes and governance to understand and realise the benefits of change programmes, and how they affect the force's ability to meet likely future demand efficiently.</p>	NEW GREEN	<p>HMICFRS have not set a deadline.</p> <p>Internal deadline set to align with the IPA PEEL inspection</p> <p>November 2018</p>	<p>Task Required</p> <p>Implement benefits management within force, embedding processes and creating a governance structure that ensures this becomes business as usual.</p> <p>Current position</p> <p>The force engaged consultants in 2017/18 who developed a benefits toolkit together with a governance framework. This toolkit has been piloted with a force project and is beginning to be rolled out across other projects.</p> <p>Benefits will be tracked at the monthly Force Change Portfolio Board as a standing item going forward.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>3</p> <p>Areas for improvement The force should ensure that it understands the level of service that can be provided at different levels of costs, so it can identify the optimum level of service provision.</p>	<p>NEW GREEN</p>	<p>HMICFRS have not set a deadline.</p> <p>Internal deadline set to align with the IPA PEEL inspection</p> <p>November 2018</p>	<p>Evidence against this area of improvement will derive from the 2018 STRA process and Transform programme, both of which are ongoing.</p> <p>The STRA process commenced in July 2018 and challenge workshops held in October 2018. STRA submissions included costed options.</p> <p>The Transform programme is currently in the phase of analysing current and future demand across each strand of the programme to ensure the appropriate level of service provision is planned into the new Target Operating Model, this will also contribute to identifying the optimum level of service provision.</p>

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

A national report by HMICFRS

Published October 2017

There are 11 recommendations; 7 of which apply to force, 5 are completed, 1 to be progressed and 1 closed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>2</p> <p>Recommendation Within twelve months, forces should review their leadership and governance arrangements for modern slavery and human trafficking, to ensure that:</p> <ul style="list-style-type: none"> senior leaders prioritise the response to modern slavery and human trafficking; 	<p>NEW GREEN</p>	<p>October 2018</p>	<p>Any incidents are raised at the daily Management Meeting, the force has a standing operating procedure which details specific roles allocated to specialist officers when dealing with victims and offenders of these crime types.</p> <p>The force is represented by the Chief Inspector for Uniformed Policing Directorate (UPD) or a suitable nominee at the Modern Slavery and</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<ul style="list-style-type: none"> • every incident of modern slavery identified to police is allocated appropriate resources with the skills, experience and capacity to investigate it effectively; • forces develop effective partnership arrangements to co-ordinate activity in order to share information and safeguard victims; and • Performance and quality assurance measures are in place to allow senior leaders to assess the nature and quality of the service provided to victims. 			<p>Human Trafficking practitioners meeting which is attended by partners and agencies.</p> <p>The national Section 22A Collaboration Agreement on Modern Slavery Transformation Fund has been approved at Police Committee and signed.</p> <p>The Regional Co-ordinator from Eastern Region Special Operations Unit (ERSOU) attended COLP on 28th March 2018 to provide a peer review on current 4P action plan and found it to be more than satisfactory.</p> <p>All incidents or intelligence is drawn to the attention of the force lead, their deputy and the FIB analyst for review.</p> <p>A vulnerability dashboard has been developed which incorporate monitoring data on modern slavery and human trafficking. This is reviewed at Tactical Tasking and Co-ordination.</p>
<p>Recommendation</p> <p>Within six months, forces should have in place active information-sharing agreements with other agencies to facilitate speedy exchange of intelligence and in order to safeguard victims better and to identify suspects as early as possible.</p>	NEW CLOSED	April 2018	<p>The force engages with modern slavery and human trafficking partners and agencies on a monthly basis. The frequency and nature of information disclosed with other partners is managed on a case by case basis and formal information sharing agreements are not required at this time, but remain an option if volumes increase.</p> <p>The National Section 22A Modern Slavery Transformation Fund Collaboration Agreement has been signed this enables the force to:</p> <ul style="list-style-type: none"> • Access products, process and good practice in order to get learning and understanding around MSHT embedded into forces, including access to the Head of Insight and Analysis and the Head of Operations and Development and their teams; and • Have ability to request bespoke assistance in furthering strategy, policy, operational or analytical efforts by drawing on advice

Recommendations & Areas for Improvement	Status	Due Date	Comment
			from specialists from the national team funded through the transformation programme.
<p>5</p> <p>Recommendation Immediately, forces should ensure that all victims carrying out criminal acts under compulsion attributable to slavery or exploitation are afforded the protection of early and continuing consideration of the applicability of the section 45 defence.</p>	AMBER	<p>Immediate</p> <p>A deadline of February 2019 has been set.</p>	<p>The Human Trafficking standard operating procedure deals specifically with offenders who may also be victims in these circumstances.</p> <p>The SOP has been reviewed and published in March 2018 and remains on annual review.</p> <p>There is also a specific section on the force intranet which offers guidance, advice and external contact details for officer use.</p> <p>The force crime, intelligence and custody system has been reviewed to establish if section 45 defences can be flagged and highlighted for supervisory review. At this time no flags have been identified. The crime management process is currently being revised and procedural reviews will be included to capture this requirement.</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, 3 are in progress and 1 is closed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
8 Chief constables should stop the use of Police Information Notices and their equivalents immediately.	NEW CLOSED	Immediate	This recommendation has not been fully accepted nationally and the College of Policing is exploring alternatives. Police Information notices (PINs) remains an option for the force. In the meantime, the SOP has been amended – Police Information notices can only be authorised by the DI Public Protection Unit.
9 Chief constables should ensure that officers are aware of, and use appropriately, the powers of entry and search for stalking. Chief constables should also ensure that adequate records of these searches are compiled for audit and compliance purposes.	AMBER	No deadline set by HMICFRS	Actions against these recommendations have been held at WHITE for a considerable time pending direction from the NPCC lead for Stalking and Harassment. Without this guidance, Forces have been reluctant to move forwards with actions should they not be in line with revised national guidance that was expected.
10 Chief constables should work with criminal justice partners to identify what programmes are available to manage offenders convicted of harassment and stalking offences in their respective force areas. In the absence of such programmes, they should review whether interventions could and should be established.	AMBER	A deadline of April 2019 has been set	However, since October 2018 this has now been devolved to individual Chief Constables. The Force has set itself a deadline of April 2019 to review and implement required changes. This work is being scoped and led by the Head of PPU.
11 Chief constables and CPS Area leads should monitor and ensure compliance with the national stalking protocol.	AMBER		

PEEL: Police Effectiveness 2016

A National report by HMIC

Published March 2017

There are 5 recommendations; 4 of which apply to force. 2 are complete, 1 is closed because London does not have a ROCU and 1 is in progress [College of Policing guidance is now finalised].

	Recommendations & Areas for Improvement	Status	Due Date	Comment
Page 46 1b	<p><i>Context: In Recommendation 1a the College of Policing working with the NPCC and APCC should issue national guidance setting out the essential elements of neighbourhood policing which all forces should provide. This to be completed by December 2017.</i></p> <p>Recommendation 1b Immediately after the national guidance has been issued, all forces should review their own approach to neighbourhood policing to determine whether the service they provide to local communities meets these guidelines. As soon as practicable thereafter, they should put into effect any necessary changes to implement the national guidance.</p>	NEW GREEN	Sept 2018 as per published guidance	<p>The College of Policing were to publish the final version of their guideline in April 2018, however this was delayed by 2 consultations the college undertook. The final version of the guidance was republished in September 2018.</p> <p>However a report was presented to the Transform Board on 25th April 18 re Community Engagement Services detailing early opportunities to focus on relevant areas of the Corporate Plan and the College of Policing's new (draft) Neighbourhood Policing Guidance with proposals re realignment of resources. This approach was also ratified at the Forces Strategic Management Board in September 2018.</p> <p>Further reports will be presented to scheduled Transform Boards if necessary for any further changes.</p> <p style="text-align: right;"><i>[1.1b]</i></p>

PEEL: Police Effectiveness 2016 - CoLP

A Force report by HMIC -Published March 2017 There are a total of 13 actions for the force and are complete.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>Areas for improvement</p> <p>The force should improve its understanding, across the government’s national 4P framework, of the impact of its activity against serious and organised crime, and ensure that it learns from experience to maximise the force’s disruptive effect on this activity</p>	GREEN	<p>Sept 17 [internal deadline]</p> <p>Revised to: January 2018</p>	<p>The role of lead responsible officer [LRO] has been raised to a minimum level of Inspector rank to take responsibility for serious and organised crime intelligence and organised crime mapping. The role and responsibilities of LROs have been documented.</p> <p>Additionally:</p> <ul style="list-style-type: none"> Newly appointed LROs have nominated leads for the PREVENT, PROTECT and PURSUE elements of their management plans. Management plans are reviewed by Directorate Serious and Organised crime leads for compliance. LROs review their management plans to maximise the impact of using partner agencies / third sector organisations where expedient to do so. LROs review their management plans to secure cross-Directorate resources using the tactical tasking and co-ordination process (TTCG). <p>Actions are reviewed at Directorate level Serious and Organised crime meetings.</p> <p>Task Required: Ensure that training is planned for Lead Responsible Officers</p> <p>Current Position: A specific training for lead responsible officers has been created and is being scheduled. In addition this subject area has been added to the Continuing Professional Development programme.</p>
	NEW GREEN	<p>June 2018</p>	

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>12</p> <p>Areas for improvement The force should improve its understanding of the impact of its activity on serious and organised crime and ensure that it learns from experience to maximise the force's disruptive effect on this activity.</p>	<p>NEW GREEN</p>	<p>Sept 17 [internal deadline]</p> <p>Revised to: March 2018</p>	<p>The roles and responsibilities of Lead Responsible Officer have been reviewed and redefined. These roles are now held at a minimum level of Inspector rank.</p> <p>Debrief reports are now produced and held centrally on a database, these reports include specific recommendations, progress against which are tracked on a database.</p> <p>The governance structure has been reviewed and enhanced to ensure that appropriate oversight of disruptions is in place and provide an opportunity for challenge and learning. The force Serious and Organised Crime meeting is chaired by Commander Operations.</p> <p>Disruption panels are planned this will further enhance the process.</p>

Best Use of Stop and Search Scheme revisit 2016

A Force report by HMIC
Published February 2017

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

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

Total of 3 actions: relevant to the force, 2 are complete and 1 to be progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment
Areas for Enhancement Enhance monitoring data on:			
Page 49 1	the reason for searches (e.g. drugs) by ethnicity and age	<div style="background-color: red; color: white; text-align: center; padding: 5px;">RED</div>	<p>April 2017 [internal deadline]</p> <p>Now Due: November 2018</p> <p>Q4 2017/2018 S&S analysis provided to Performance Sub in April 2018 met recommendation 2 and 3 with details relating to officers provided to the Chair of the stop & search and use of force working Group.</p> <p>Publication of the stop and search dashboard was recommended with quarter 1 2018/2019 – however analysis of the reasons for searches by ethnicity and age remains outstanding and is being worked on for quarter 2 2018/2019 to be published November 2018.</p>

PEEL: Police Legitimacy 2016 – National

A National report by HMIC

Published December 2016

Total of 3 actions are relevant to the City of London Police and are complete.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>Cause of concern HMIC is concerned that some forces are failing to comply with current national vetting policy. This means that these forces are employing individuals who have not undergone even basic vetting checks, which represents a significant risk to the integrity of the organisation.</p>	GREEN	June 2017	<p><u>Within 6 months</u> The Head of Professional Standards confirms that current national vetting standards are being compiled with.</p> <p>New national guidelines were expected in 2017 but their publication has been delayed with no new timescales announced.</p> <p>The Professional Standards Control Strategy has been produced and vetting is fully referenced in it.</p>
<p>Recommendation To address this cause of concern, HMIC recommends that:</p> <ul style="list-style-type: none"> • Within six months, all forces not already complying with current national vetting policy should have started to implement a sufficient plan to do so. • Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles. 	NEW GREEN	December 2018	<p><u>Within 2 years</u> Vetting clearance is already embedded within recruitment processes. Steps have been taken to ensure appropriate vetting levels are maintained for officers and staff transferring roles within force.</p> <p>A directory of roles requiring enhanced vetting has been compiled and is detailed in the force's vetting SOP.</p> <p>As at 8th October 2018 there are 36 officers and staff who's vetting is subject to renewal and are being progressed.</p>

Agenda Item 6

Committee(s): Police Performance and Resource Management Sub Committee	Date(s): 23 rd November 2018
Subject: Human Resources Monitoring Information 1 st April 2018 – 30 th September 2018	Public
Report of: Commissioner of Police Pol 83-18	For Information
Report author: Kelly Harris, Assistant HR Director	

Summary

This report sets out the City of London Police ('the Force') human resources monitoring data for the period between 1st April 2018 and the 30th September 2018. The data presented is in the format previously agreed by the Committee. The data in the report includes information on:

- The Force strength – which at the end of September 2018 was 730.60 (FTE) Police Officers and 432.32 (FTE) Police Staff which includes PCSOs
- Please note that the Establishment is at 451.1 for staff and 756 for officers the strength is based on how many we had in force at the end of September 2018.
- Sickness – the average working days lost for Police Officers is 2.3 days and for Police Staff is 2.9 days
- City of London Police continue to be below the national average for working days lost due to sickness.
- Grievances – 6 grievance cases have been submitted in the reporting period
- Employment Tribunals – There have been 2 Employment Tribunal cases submitted during the reporting period.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

This report sets out the City of London Police ('the Force') human resources monitoring data for the period between 1st April 2018 and the 30th September 2018, which covers Quarter 1 and 2.

Workforce management

1. As of 30th September 2018 The City of London Police has an overall strength of 730.60 Police Officers, against an establishment model of 756. The establishment is based on the 'agreed Force Structure models. We have a high number of uniform and detective constables in the final stages of recruitment (vetting) and project to reach our agreed establishment by February 2019, this is taking into account officers leaving the force also.
2. The increased activity for Police Officer recruitment has increased our strength significantly. At the time of reporting we have had over 50 transferee officers in the final stages of recruitment (Vetting and Medical) waiting to join us. This will ensure we reach full strength against our establishment and also have a healthy select list to pull from when future vacancies arise.
3. 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 Strategic Threat and Risk Assessment (STRA) process which takes place in the autumn of each year. The Workforce Plan is supported by a 5 year recruitment plan, which details the promotion, transferee and other bulk recruitment campaigns to ensure we meet our demand; there is also a 5 year training plan which takes into account the skills required across the force. All of this activity is driven by the City of London Police's Corporate Plan.
4. The strength of Police Staff is currently 432.32 (FTE) against an establishment model of 451.1. These figures are inclusive of Police Community Support Officer's (PCSOs). A robust framework has been implemented to reduce the number of agency staff covering supernumerary roles which has been achieved and continues to be closely monitored by the Strategic Workforce Planning Meeting. The SWP also monitors all recruitment activity and where appropriate certain posts are placed into Holding Branch so that they can be redistributed across the force where the demand is greatest. Currently we have 18.56 police staff posts in Holding and 1 officer post.

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

Rounded FTE		31/03/14	31/03/15	31/03/16	31/03/17	31/03/18	30/09/2018
Officers	Establishment	732.5	730.5	730.5	735	735	756
	Strength	742	727	698.86	675.49	695.38	730
Staff	Establishment	470	460.7	450	468.1	451.10	451
	Strength	400	396	413.71	411.46	443.20	432.32
PCSO's (included in the Staff numbers)	Establishment	22	16	22	22	14	14
	Strength	12	10	16	11	8	5.79
Specials	Establishment	100	100	100	100	100	100
	Strength	82	61	55	58	73	79
Agency	Strength	74	31	18	18	33	38
Volunteers	Strength	15	16	23	21	9	9

5. The Force recognised it had a shortage at Detective Constable, Police constable and Police Sergeant ranks as part of the Strategic Workforce Planning (SWP) process. Reviewing the current attrition rate the Force will now be running an annual intake of Probationers in tandem with a rolling Transferee Campaign that will focus on the ranks and skills that the force requires in line with the Workforce Plan and STRA outcomes. In this financial year (2018/2019) it should be noted that we have already recruited 58 officers (38 constables, 18 Detective constables, 1 Sergeant, and 1 Commander).
6. In order to increase our Detective Constable capability the SWP Board has approved for the Force to undertake a pilot scheme whereby 6 of the probationers joining in May 2018 would be able to undertake a direct entry Detective Constable process which would mean that at the end of their two year probationary period they would become fully qualified Detectives.
7. In 2019 the intake, subject to Strategic Management Board (SMB) approval, is for 50% of all probationer intakes being detective direct entries. This will enhance our detective capability in line with the Corporate Plan and strategic objectives.
8. The Force as part of its Workforce Plan will be undertaking an annual intake of 15 Special Constables.
9. In order to meet the Corporate Plan objectives the Force is also undertaking a National Pilot led by the Special's Commander which will look at recruiting a cadre of Volunteers with a variety of skills that could be utilised by the Force especially when we need to flex our resources around major events such as the Lord Mayor's show or critical incidents. This will involve Volunteer Recruitment days and collating a data base of all the Volunteers with each of their specific skills. Each volunteer would be expected to complete a minimum of 3 mandatory volunteer days in a year which would include the Lord Mayor's show which would enable us to free officers from marshalling to be deployed to support operations that require warranted powers. Additionally, it will enable the Force to utilise specialist skills in other areas where we lack them which could enable us to deal with operational matters or projects in a more efficient and cost effective manner.
10. Based on our attrition rates and predicted retirements over the next 5 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 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).

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

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

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

Directorate	PDR's Due in 17/18	Grade: Improvement Required	Grade: Satisfactory – Good	Grade: Very Good – Outstanding	Grade: Outstanding	Not yet Completed	Completion rate
Business Support and Chief Officer Team	81	1	12	45	21	2	98%
Crime Investigation	61	0	12	32	17	0	100%
Economic Crime	111	2	29	61	15	4	96%
Intelligence & Information	87	1	20	48	18	0	100%
Uniformed Policing	29	0	6	14	9	0	100%
TOTALS	369	4	79	200	80	6	98%

11. The College of Policing is in the process of reviewing the manner in which Police Officer Personal Development Reviews (PDR) are assessed and relating the performance to pay reviews. CoLP has been asked to participate 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. As of the 30th April 2018, these automated systems will allow the force to capture and analyse any further development needs of each employee. However, the benefits of these new reporting systems will not be seen immediately but improvements will be seen in reporting going forward.
13. A Talent Development Delivery Plan is being implemented for the 2018/19 period, this will include a review and update of Talent development delivery focusing on attracting, selecting, developing, engaging, retaining and managing employees. This plan will also look at identifying training skills gaps for current roles, to develop and capture the skills of officers and staff across the force in order to ensure we meet the objectives of the Workforce Plan and the Corporate Plan.
14. In 2020 all Forces will launch the new Police Educational Qualification Framework (PEQF) which is a 3 year programme for all student probationer constables resulting in the probationers selecting their elected specialism in the

3rd year. This will assist all Forces nationally to increase their detective capability.

Training Review Programme

15. In 2017 Learning and Development commenced a Training Review. The review had a number of objectives and was initially driven by HMICFRS. Its key objectives were:
 - The purpose of the City of London Police (CoLP) Training Review Programme was to establish the current training need for each area of business.
 - To assess CoLP's capability to deliver services in compliance with the College of Policing (CoP) Authorised Professional Practice (APP) and other national standards/policy/statute.
 - To identify skills gaps and outline areas of risk linked to these.
 - To plan and implement a programme of training to fill any skill gaps that were mandated, and to fully cost any training programme required
16. The structure of Learning and Development (L&D) was remodelled during City First change programme in 2012/13. Since then, L&D has had a reduced administrative function including the administration of the Training Admin System (TAS), which is the CoLP's main directory/record of training. TAS has its limitations, and due to this restricted functionality, has posed challenges in identifying the current position for training. However, as outlined below there will be changes and improvements to the system under the HR Integrated IT Project which will include the provision for extraction of relevant skills information with greater report functionality.
17. L&D's strategic aims encompass turning potential into performance to deliver an exceptional policing service, this is linked to the Workforce Plan, Corporate Plan, and the Transform Programme. Continued learning and development of our workforce will provide the knowledge, skills and experience required to carry out their role and also to provide an innovative and excellent service to our customers. This mirrors the objectives of the Leadership Development Programme and is an intrinsic theme of CoLP business. The training review programme encompassed an analysis of each and every role in CoLP.
18. Both Police and Police Staff roles were analysed to identify the individual training requirement of that role, and how the CoLP could improve efficiency in the provision and planning of training. It enabled CoLP to understand its workforce capabilities in order to identify any gaps and put into place plans to address them, as per the HMICFRS area for improvement. It links into the Corporate and Workforce Plans, and aims to provide best value and succession planning for the years ahead.

19. Work commenced in November 2016 to enable the force to fully understand workforce capability. A consultation began to acquire and accurately record skills from the workforce and capture the skills/training, inputting them onto TAS. Subsequent to this, a training needs analysis for each police officer role across the force was mapped/baselined.
20. L&D have consulted with each directorate to establish the training needs for each of these posts, broken down from directorate/area/team/individual role. A subsequent review of this initial consultation was then overlaid against the known mandated skills for each of the roles – namely Authorised Professional Practice/Standards Operating Procedures/Statute. Individual subject Matter Experts (SME) within these fields of business were then further consulted to discuss findings and provide the appropriate rationale when no mandated requirement could be ascertained.
21. In October 2017 the training needs analysis (TNA) was completed and work then commenced on identifying the actual training provided to officers – thereby identifying the skills gaps for each of the roles and highlighting any training requirements. This had been preceded with an update of TAS which commenced in early 2017. The HR Integrated Project has supported this work, in that the HR system interfaces with TAS automatically and includes a new suite of reporting functionality. This enables the system to extract management skills information quick time, and will soon (expected November 2018) be able to produce bespoke reports, including detailed breakdowns of individual business areas and capability assessments based from this.
22. In summary, detailed below are the key phases of the entire programme:

Phase	Outline	Timescales	Supporting notes	Status
1	Update the force Training Administrations System (TAS) with skills trained (complete backlog)	January – August 2017	This action derived from HMICFRS AFI and was initiated by the previous L&D lead.	Complete
2	Complete a Training Needs Analysis – Police Officers	June – October 2017	Staged approach with consultation based on force structure in May 2017	Complete
3	Complete skills gap analysis for Police Officers	October 2017	The analysis outlined mandatory skills required for certain roles and quick started training for those roles.	Complete
4	Complete a Training Needs Analysis – Police Staff	December 2017 – February 2018	Staged approach with consultation based on force structure in December 2017	Complete
5	Complete a Training Needs Analysis – Special Constabulary	December 2017 – January 2018	Staged approach with consultation based on force structure in December 2017	Complete
6	Complete skills gap analysis for Police Staff	March 2018	Development of staff woven into the Talent Development Strategy	Complete

7	Complete skills gap analysis for Special Constabulary	April 2018	Training plan initiated in partnership with SC.	Complete
8	Consolidate findings and prepare costed training map (amalgamated with workforce plan)	May 2018 onwards	Three month core training map completed. Custody Training Plan implemented. Stop Search and Vulnerability Training Plan implemented. A mandatory skills training map is at the formation stage.	Ongoing

23. A staged implementation plan has been adopted to ensure success, with certain key areas taking precedence. For example, Custody Training has been mapped out with a full plan for delivery to ensure compliance with College of Policing mandatory requirements. This plan has ensured that all Custody Sergeants, Constables and Police Staff are trained to the required standards, and that all newly promoted Sergeants are scheduled to receive their Custody training in a timely fashion.
24. Stop Search and Vulnerability training are also being delivered in a phased roll out. All of the officers identified as requiring the training are now scheduled to receive their training, and have been designated their training days via the Duty Planning team. The above examples of mandatory training are deemed core skills with particular risk, and have therefore been prioritised. There are a number of other areas which require training, and a detailed plan of delivery is in formation to ensure that a phased implementation will mitigate risk in different areas of the force. This is in addition to L&Ds 'business as usual' with over 40 thematic areas of training delivery routinely delivered, including NICHE (Crime/ Custody/ Intelligence system), Detective Training, and new recruits. Demand is high within the L&D team, including the back office functionality which supports the administration of the training team. L&D have explored options to tackle this high demand, and have successfully taken up the services of an Apprentice who assists with day to day administration in the L&D office.
25. Commander Operations and Security now chairs the new Training Improvement Board (TIB), a centralised coordinating function that allows all new training demand to be scrutinised, prioritised and implemented effectively. The TIB process has ensured that training is relevant to the business and ensures efficiency through a rigid gatekeeping process. This intrinsically links into the force Transform Programme and in turn, the Workforce Plan. The Training Review Programme's findings were also fed through the TIB process and *all non-mandated* training has ceased, thereby reducing unnecessary training cost. Since April 2018, over £15,700 of cost has been avoided through the new measures in place. All of the Directorate Heads are alive to the new TIB and mandatory training requirements, again introducing a new mind-set applying for training across the force.

Labour Turnover

26. During the reporting period, 30 Police Officers and 33 Support Staff left the City of London Police. It is worth noting that as reported in the 2016/17 Police workforce Census (Graph 1 & 2), CoLP are far below the national average in

terms of Staff and Officer Leavers. The breakdown of reasons for leaving the Force is provided in the tables below (A-C) for each staff group; a further five years of data has been added for analysis.

Table of Police Officer Leavers – National Comparison - based on number of leavers

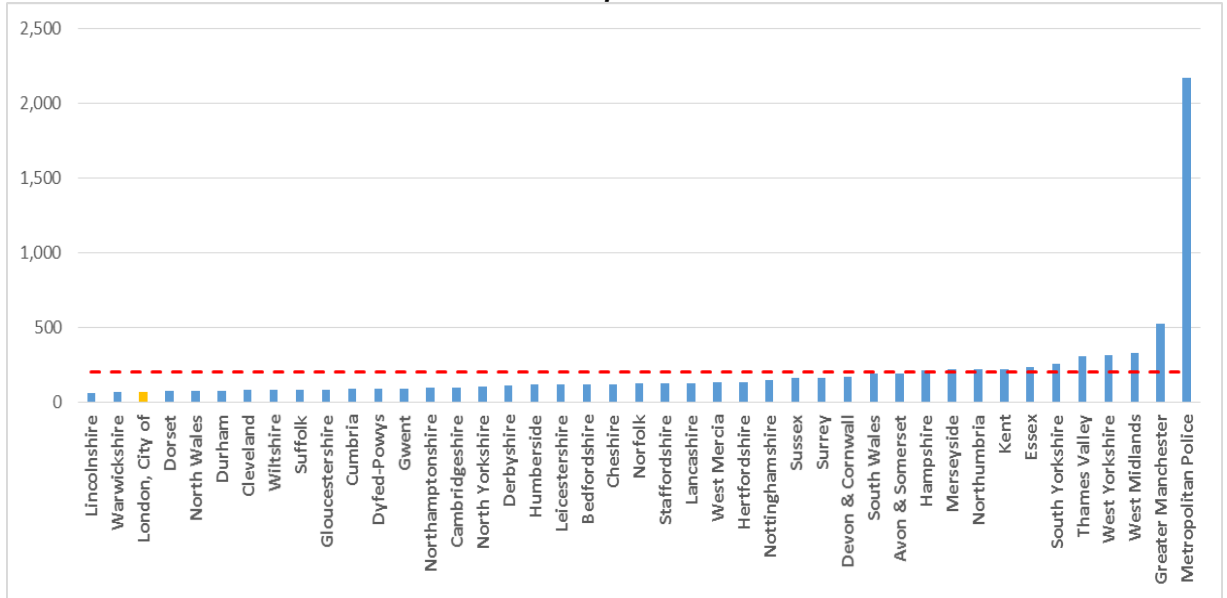
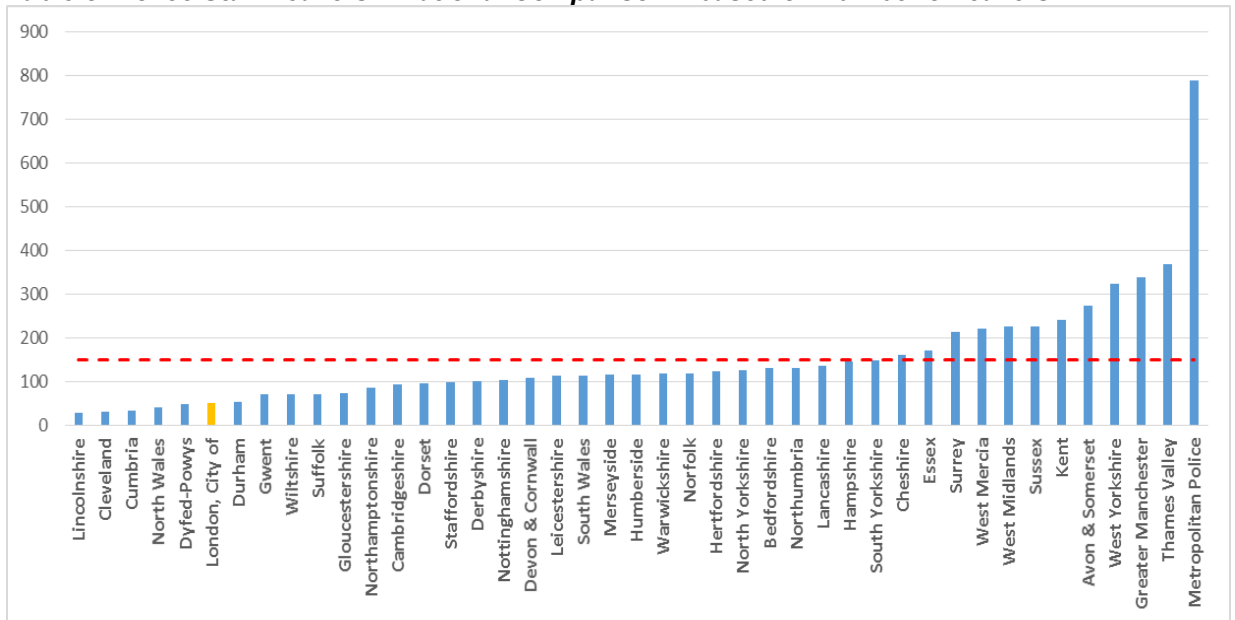


Table of Police Staff Leavers – National Comparison – based on number of leavers



Breakdown of reasons for Leaving (Officers)

Police Officers							
Reason for leaving CoLP	2012 /13	2013/14	2014/15	2015/16	2016/17	2017/18	18/19 Mid Review
Death in service	0	0	0	1	0	0	0
Dismissed	1	0	1	1	0	1	0
Medical Retirement	0	3	0	4	1	2	0
Retirement	37	39	25	37	38	36	21
Transfer	5	7	2	7	7	9	4
Resignation	7	16	13	19	15	25	5
Total	50	65	41	69	61	73	30

Breakdown of reasons for Leaving (Special Constabulary)

Special Constabulary							
Reason for leaving CoLP	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	18/19 Mid Review
Death in service	0	1	0	0	0	0	0
Resignation	9	11	13	6	14	10	2
Joined Regulars	1	0	3	0	0	0	0
Dismissal	0	1	0	0	0	0	0
Total	10	13	16	6	14	10	2

Breakdown of reasons for Leaving (Staff)

Police Staff							
Reason for leaving CoLP	2012/13	2013 /14	2014/15	2015/16	2016/17	2017/18	18/19 Mid Review
Death in service	0	0	0	0	1	1	1
Dismissed	1	4	3	1	1	4	2
Medical Retirement	1	0	1	1	1	0	0
Retirement	11	5	3	6	3	4	6
Transfer	1	1	7	3	2	1	0
Resignation (incl end of contract)	43	42	52	42	37	49	22
(To join the Police Service, not CoLP)	1	6	0	0	2	0	2
Redundancy	-	-	-	-	6	2	0
Total	58	58	66	53	53	61	33

27. In 2017/18 73 officers left the force with the highest number (22) leaving from ECD and UPD with the monthly average turnover for ECD being 1.8 officers and 1.7 officers for UPD. The primary reason for police officers leaving within UPD is retirement/ medical retirement followed by voluntary resignations; within ECD the primary leaving reason is resignations. Detective Constable and Constable Ranks show the highest turnover in rank. Police Staff had a total of 61 Staff leaving the force in the reporting period, the highest number of leavers come from both Business Support Directorate (18) and ECD (19), however the number of leavers within ECD occur at a slightly higher rate than other directorates. The grades with the highest number of Police Staff leavers among all directorates are C and D grades which represent 72% of the workforce, this correlates with the proportion of the CoLP workforce. HR is currently in the process of implementing a new simplified exit interview form which will be linked

to new IT software features which will allow the force to capture Exit Interview data with greater detail and assist with further analysis into reasons for resignations amongst all CoLP Police Officers/Staff. This is anticipated to go live in January 2019.

Recruitment campaigns

28. In the reporting period of 1st April 2017 – 31st April 2018 The City of London Police ran 54 Police Officer recruitment and selection Campaigns, this does not include the Probationer or rolling transferee campaigns. There has also been three promotion campaigns, these were at the rank of Superintendent, Chief Inspector and Inspector within the Control Room. 104 Police Staff recruitment and selection campaigns have taken place during the same period.
29. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process as well as medical assessment. As a result further recruitment campaigns are required.
30. A new automated recruitment software package will enable the candidate to track where they sit in the application process, (Blue Octopus) which is GDPR compliant. This system will also enable us to hold select lists for certain campaigns which include holding data (applicant pools) for potential future campaigns. Blue Octopus will be launched in November 2018 and will enable HR to record and analyse applicant data at each stage of its process, including Black Asian and Minority Ethnic (BAME), Age and Gender for both Officers and Staff.

Police Officer recruitment

31. 81 Police Officers were recruited during the reporting period all of which are from transferee campaigns. A rolling campaign for Detective Constables and Constables has taken place to fill any vacant posts within UPD and Crime. The posts filled within these directorates will allow officers to be released into DC posts in ECD. ECD are currently under resourced for DC posts within the Fraud Team and in the reporting period of 2018/19 this post will also be part of the transferee process.

Police Staff recruitment

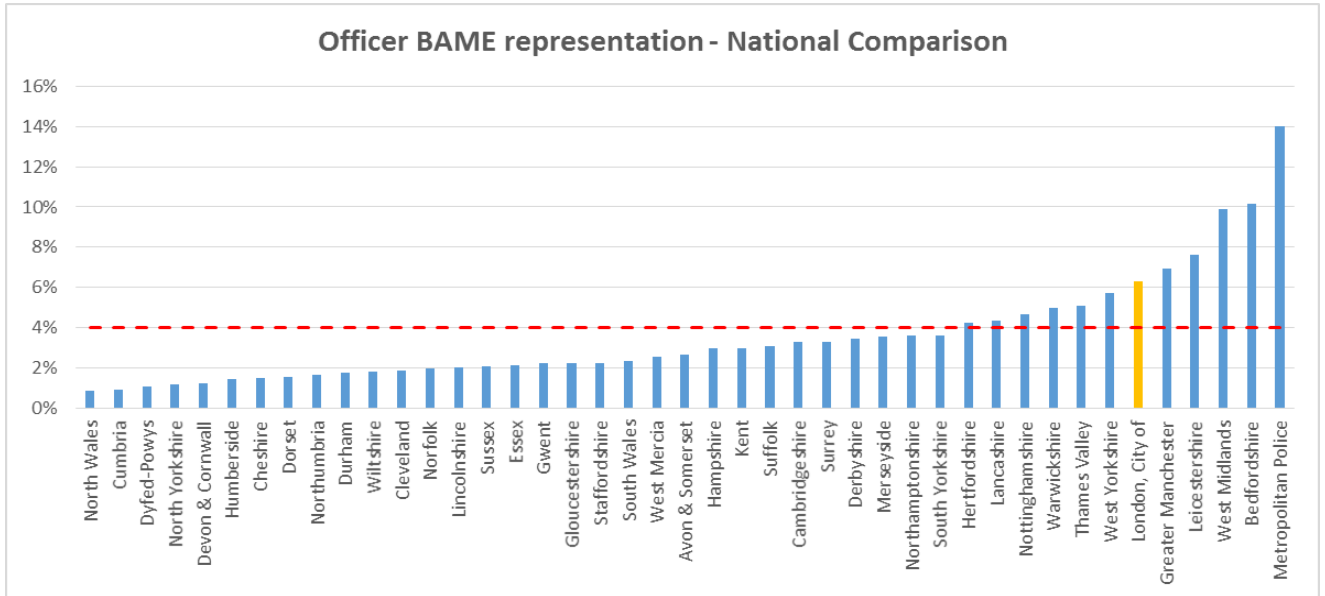
32. A total of 89 police staff have been appointed to substantive and fixed-term roles during the reporting period. No volunteers joined the force during this period.

Equality and inclusion

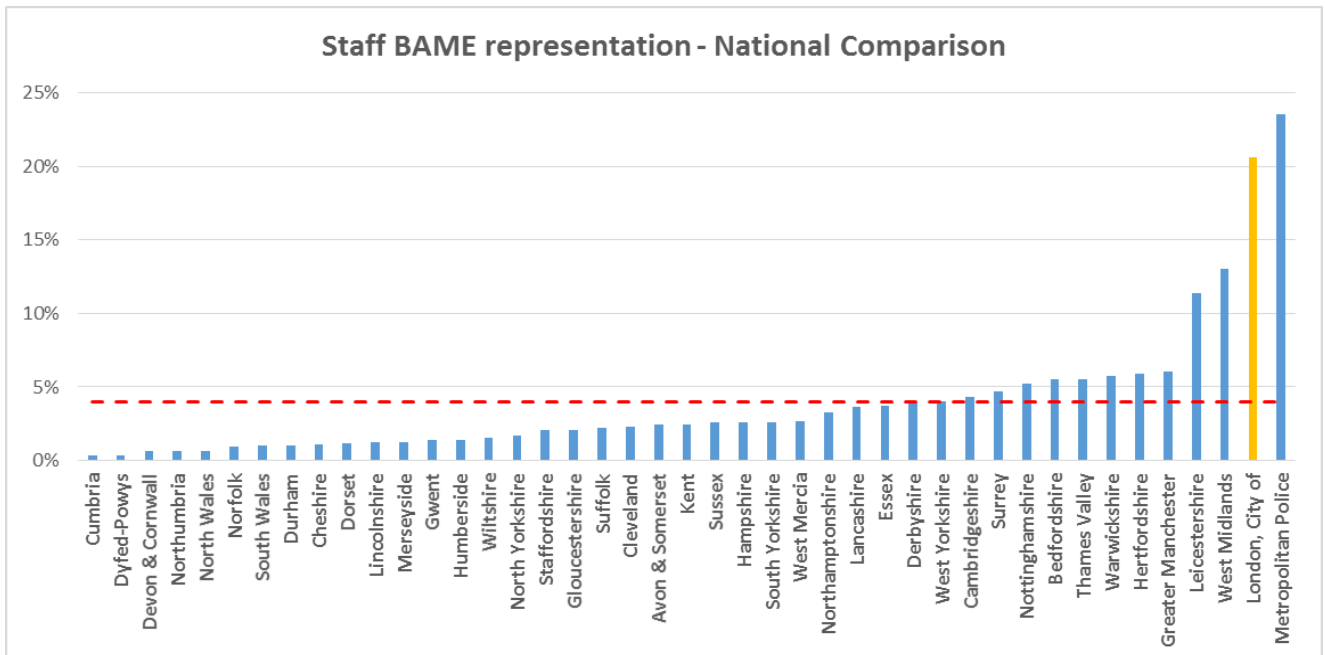
33. During the reporting period, as at the end of 30th September 2018, there has been a slight decrease in the number of BAME Police Staff numbers, however when compared nationally the CoLP is ranked as second highest among all forces nationally. The BAME 2018 action plan endorsed by the College of Policing and the 2018-2023 People Strategy is driving a number of activities and innovative approaches to recruitment and attraction strategies. These are

currently in the process of implementation to improve the BAME profile. Additionally the force has an Equality and Inclusion Board which is looking at ways of promoting the force to the BAME community to encourage increased representation. The Lead Member for Equality and Inclusion attends the Force E & I Board as does the Town Clerk's Policy Officer.

Officer BAME representation - National Comparison



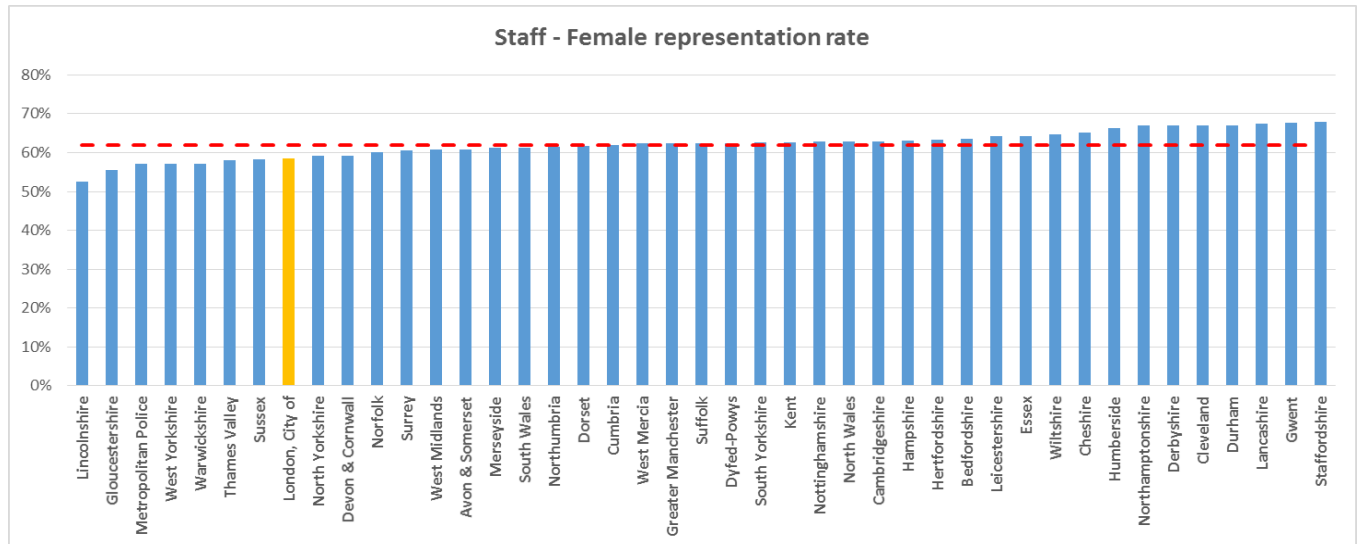
Staff BAME representation - National Comparison



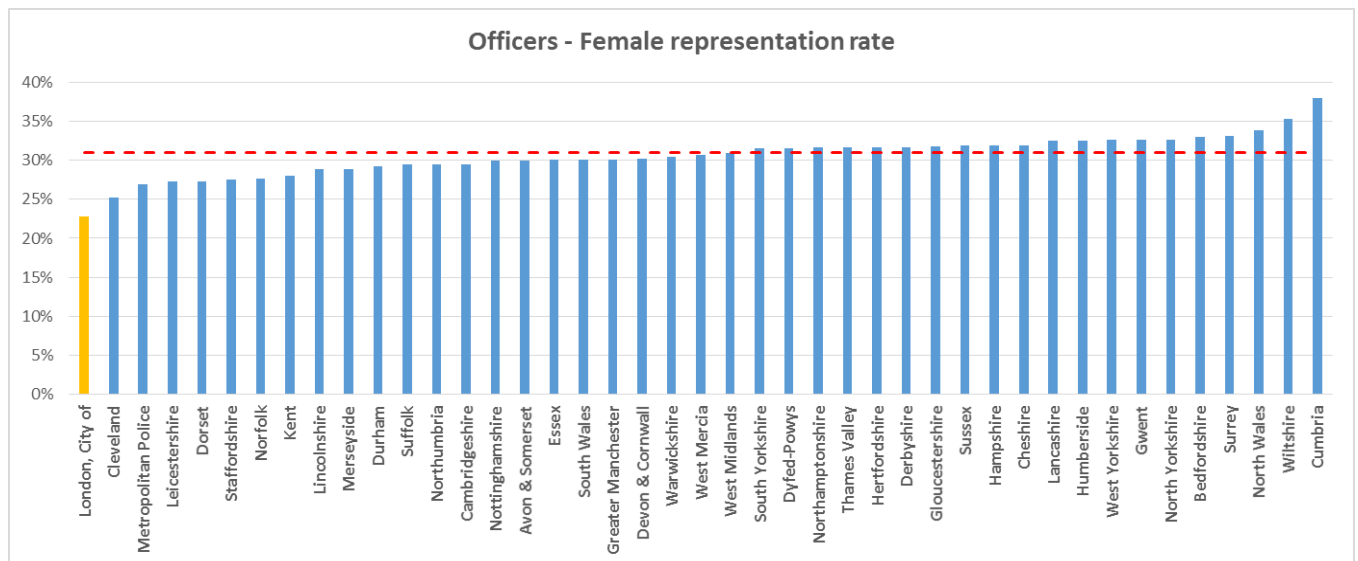
Gender

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.

Gender Comparison – Staff



Gender Comparison - Officers



Gender Pay Gap

Statutory part of template (data that must be provided under the Equalities Act)			
Pay rates	Gender pay gap - the difference between men's pay and women's pay as a percentage of men's pay		
Mean hourly rate	3.0%		
Median hourly rate	5.8%		
Pay quartiles	Women	Men	Total
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	55%	45%	100%
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	65%	35%	100%
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	49%	51%	100%
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	52%	48%	100%
Bonus pay	Bonus Gender Pay Gap - the difference men's bonus and women's bonus as a % of men's bonus		
Mean bonus	13%		
Median bonus	6%		
Bonuses paid	Women	Men	
Who received bonus pay	11%	17%	

Disability

35. There are currently 24 Police Officers and 17 Police Staff who identify themselves as having a disability.
36. As of 30th September 2018, 16 officers and 5 members of staff are working under 'recuperative duties' (short term) and CoLP currently has 2 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:
- be attending work on a regular basis and
 - 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

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

Age

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

Religion and belief

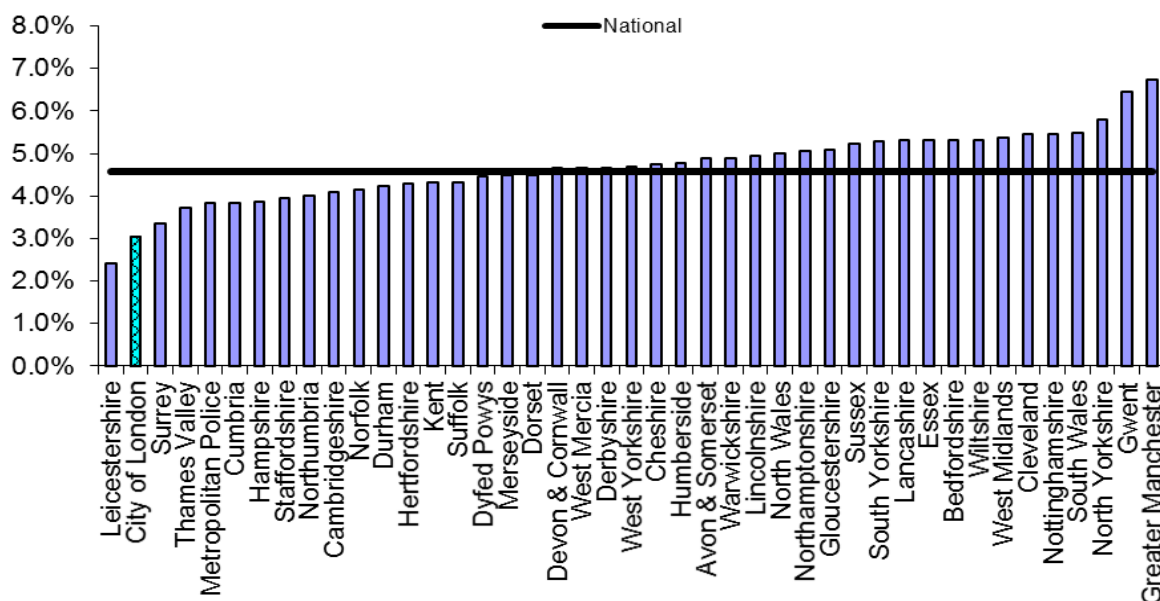
40. Currently 18% of the total workforce (Police Officers and Police Staff) identify themselves as 'Christian'; 2% as 'Muslim'; 13% as 'another religion'; 19% as having no religious belief; 47% have chosen not to disclose their religion or belief.

Sickness absence management

41. The Home Office and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2017/18, in percentage terms, (working time lost / contracted hours available) this is 3.0% for Police Officers and 4.3% for Police Staff. For Police Officers the City of London Police is

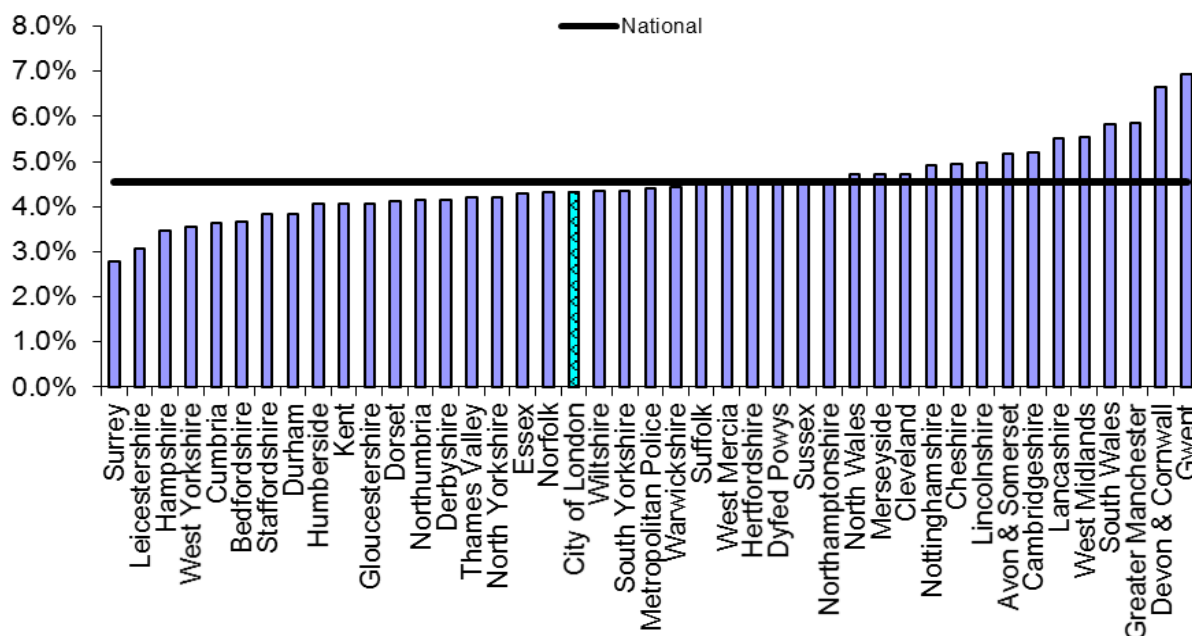
second in the Home Office League tables out of all forces for sickness performance.

Police Officer sickness data – year ending March 2018



Data is strictly for internal management information only.

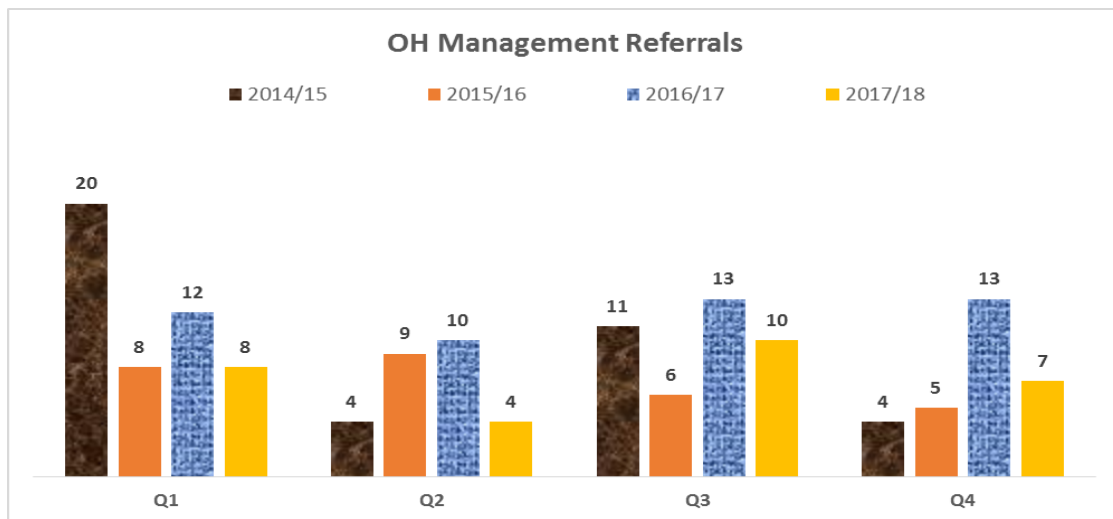
Police Staff sickness data – year ending March 2018



Data is strictly for internal management information only.

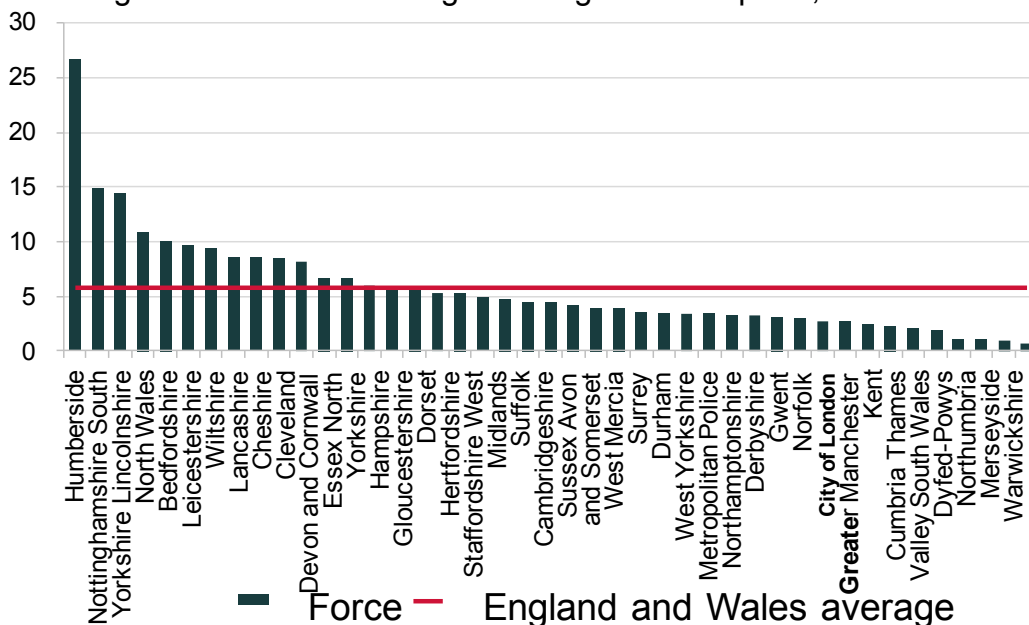
- The City of London uses working days lost as a comparator. The average working days lost for officers are 2.3 against a target of 6 and staff 2.9 against a target of 7, as at the end of September 2018. Both of these figures reflect a reduction in the reporting period.

43. 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

44. During the reporting period a total of 6 grievances have been raised, 5 from Officers and 1 from a member of staff.
45. The City of London Police received 2 new Employment Tribunal claims within the reporting period. The chart below shows the number of grievances finalised per 1,000 workforce in police forces compared with the average for England and Wales, in the 12 months to 31st of March 2018. The number of grievances in the 12 month period ranged from 0.7 to 26.7 per 1,000 workforces, with England and Wales average of 5.7 grievances per 1,000 staff.



Source: HMIC Legitimacy data collection

Well Being

46. 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.
47. The Wellbeing Framework provides managers and staff with guidance on how to support wellbeing and is going to be updated every 6 months to highlight initiatives and events that are available to our workforce such as Prostate Cancer awareness, National Cholesterol Month, Stoptober (give up smoking), National cycle to work day and Ovarian and Breast Cancer awareness. The Force Well Being Network ran a major force event for staff at Wood Street Police Station on the 27th September which included, well being classes (yoga, bootcamp and Ninja Warrior assault course challenge); stalls promoting healthy eating and lifestyle and speakers on nutrition and posture.

Staff Survey

48. The Force undertook The Durham University & College of Policing Staff Survey in the summer of 2017. This is a survey that has been used by 33 Police Forces and one Fire & Rescue Service.
49. The Force had the highest return rate of any of the Forces that undertook this survey with the results being presented to the Force at the later end of 2017. The Key findings were around perceived fairness, perceived hindrance factors and perceived lack of Organisational Support.
50. As the lead for the Force Survey Chief Superintendent I&I has worked with Chief Inspector Strategic Development to develop an action plan. This action plan is due for submission to the Force Integrity Standards Board meeting on the 22nd November for consideration and sign off.
51. In response to some the key findings pertinent to the HR Directorate we are looking to implement increasing the opening hours of the HR department so staff are available later in the day, HR are working on a Management Development Programme, relaunching the Keep in Touch scheme for those out of force for any reason (secondments, maternity leave) and ensuring consistency across all the Local Resource Planning meetings so decisions made are equitable.
52. Members are asked to note the report.

Julia Perera

HR Director

T: 0207 601 2478

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

This page is intentionally left blank

Agenda Item 7

Committee(s) Performance and Resources Sub (Police) Committee	Dated: 23 November 2018
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) since the last report in June 2018.

Ten full assurance audits were planned for the financial year 2017-18. Seven audits have been completed to Final report stage and have been previously report to this Sub-Committee. Two of the 2017-18 audits, IT Technology Refresh Project and Action Fraud, have been deferred as these projects were still in progress; and, a further 2017-18 audit of IT Network Security has been deleted as this had been incorporated into a corporate audit. Audit resources totalling 20 days have been carried forward to the 2018-19 internal audit plan. One audit has been finalised since the last Sub-Committee meeting, Police Bank Accounts (Defendants Funds), a summary of which is included in this report.

The 2018-19 planned internal audit programme was approved by your Committee in February 2019. There are 95 planned audit days within the plan allocation, which includes 20 days carried forward from the 2017-18 audit planned days. The Chamberlain and Assistant Commissioner of the City of London Police agreed that the audit programme be reviewed following an audit of the CoLP Key Financial Systems, following concerns raised about the year-end/close down processes, so this work can inform the audit planning process. This work has been completed to final report stage. The proposed 2018/19 Audit Plan will now be discussed with the City Police and Police Authority and will be commenced at the earliest opportunity.

As previously agreed with your Committee, where findings and recommendations from corporate-wide audit reviews impact on the City Police details will be reported at the next committee meeting. There were 11 planned corporate audits for 2017-18, and ten of these have been fully completed to date. Fieldwork for the Contract Management (City Police Accommodation Programme) has been substantially completed ; however, further evidence is being assessed following an initial exit meeting. At the request of the Chairman, an update report will be provided to the Sub-Committee.

There are 12 planned corporate-wide audits included within the 2018-19 plan. Two of these audits have been completed to draft report stage and your Sub Committee will be kept informed of any recommendations which relate to the City Police in due course.

At the last meeting Members requested a schedule of recommendations be included within the regular update reports. There are currently 42 “live” recommendations which have been agreed by management and are subject to internal audit follow-up procedures after the implementation date. There are 16 recommendations which should now have been implemented and evidence of implementation is required.

Recommendation

Members are asked to:

- Note the report.

Main Report

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

1. Ten full assurance audits were planned for the financial year 2017-18. Seven audits have been completed and reported to this Sub-Committee. One audit has been finalised since the last Sub-Committee meeting, Police Bank Accounts (Defendants Funds), a summary of which is included in this report.
2. Two of the 2017-18 audits, IT Technology Refresh Project and Action Fraud, have been deferred as these projects were still in progress; and, a further 2017-18 audit of IT Network Security has been deleted as this was incorporated into a corporate audit. Details of the 2017/18 audit work are contained in Appendix 1.
3. The 2018-19 planned internal audit programme was approved by your Committee in February 2019. There are 95 planned audit days within the plan allocation, which includes 20 days carried forward from the 2017-18 audit planned days. The Chamberlain and Assistant Commissioner of the City of London Police agreed that the audit programme be reviewed following an audit of the CoLP Key Financial Systems, following concerns raised about the year-end/close down processes, so this work can inform the audit planning process. This work has been completed to final report stage. The proposed 2018/19 Audit Plan will now be discussed with the City Police and Police Authority and will be commenced at the earliest opportunity.

Police Bank Accounts (Red Assurance Rating) 2017-18

4. The audit established that the CoLP have a standard operating procedure (SOP) – ‘Cash Management Force Policy and SOP’ which provides guidance for the treatment of general Force cash collection and banking processes. By discussion with the CoLP Finance Team staff it was determined that there are no specific written procedures for the management of defendants’ funds. In addition, there are no documented procedures for the handling of lost property in the form of cash handed in at a CoLP police station; an amber priority recommendation has been raised
5. On the basis of audit testing, it was identified that bank accounts are not opened for each defendant’s seized funds. Funds are deposited into one of three bank accounts: sterling, euros or USD. Audit sample testing identified that deposits were made in accordance with procedure, adequate records had been maintained and appropriate approval had been obtained in each instance. Assurance could not be provided in respect of the procedures in operation for ‘found funds’, however, as Internal Audit was advised that there had been no such funds within the period April 2017 until February 2018.
6. Audit testing confirmed that interest accrued for monies held within the bank accounts is calculated when the funds are released, with email confirmation from the Chamberlain’s Treasury Management Section regarding the amount of interest to be added. The Chamberlain’s Department has overall management of the income No 3. Account (sterling).
7. Internal Audit noted that reconciliations are not undertaken between defendants’ funds for deposit and amounts credited to the bank accounts. A red priority recommendation has been raised to ensure that defendants’ funds are accounted for in full.
8. Internal Audit was informed by Finance Team staff that reconciliation of balance sheet fund amounts to bank accounts is in progress, relating to deposits for seized funds from 2009 onwards. A red priority recommendation has been raised for the prompt release of funds to relevant parties, where appropriate.
9. On the basis of audit sample testing related to the period November 2017 to February 2018, release of defendants’ seized funds and ‘found funds’ was supported by the necessary documentation and authorisation of the return or redistribution of funds was confirmed.
10. The Commissioner agreed to implement all recommendations by 31st December 2018.

CoLP Key Financial Controls (Red Assurance Rating) 2018-19

11. It is acknowledged that prior to audit fieldwork, arrangements for management of the Finance department at CoLP had recently undergone substantial change with turnover of key staff, reassignment of duties and revised reporting lines. Documented procedures and associated workflow information are required to clarify responsibilities and promote consistent and compliant financial practice.
12. On the basis of audit testing performed, there is a need to further strengthen the control environment in respect of budget-setting, monitoring, forecasting and reporting arrangements, as well as ensuring that all income due has been billed, as appropriate, via Accounts Receivable, regular aged debt monitoring takes place, procurement compliance is adhered to, and demonstration of timely review of available management information related to procurement activity.
13. Audit testing in respect of budget setting arrangements has been hampered by the absence of the Director and Assistant Director of Finance who were heavily involved in the process for 2018-19. It is understood, however, that an incremental approach to budgeting has been adopted due to the CoLP budget comprising mainly staff salaries (84%). Whilst some supporting documentation has been supplied to Internal Audit in respect of 2018-19, demonstrating a split between core and funded operations, full evidence was not supplied to Internal Audit to reflect some aspects of the process such as the key points of budget-setting discussions, elements of local record-keeping to support the detailed calculations, and local scrutiny of the proposed budget. CoLP has acknowledged that there is scope to strengthen the audit trail for future years to maintain transparency of approach. A re-alignment exercise has recently been carried out by CoLP to help ensure that 2018-19 budgets are based on reasonable assumptions.
14. Audit sample testing in respect of Accounts Receivable (AR) transactions confirmed that individual payments received are reconciled to amounts due, and for the sample of invoices examined these had been raised on a timely basis. Internal Audit was advised, however, that there is no overall log of expected income for reconciliation against invoices raised and there is a resulting risk of potential income leakage. In this respect, audit testing confirmed an instance where the costs due to CoLP in connection with a staff member secondment to another body had not been identified for billing via AR.
15. Audit sample testing in respect of AR credit note processes and arrangements for updating debtor accounts to reflect amounts received did not identify any anomalies.
16. Audit examination of AR aged debt information identified £3,431,744 of outstanding CoLP invoices over 30 days old and no evidence was obtained of regular review of this report or associated discussion. Internal Audit noted that some of these debts dated back to previous financial years; thirty were identified which originated in 2016 or prior with a total value of £364,692. Audit testing in respect of a sample of CoLP debtors indicated that records are not maintained

consistently in respect of local recovery action taken. Internal Audit was advised that a number of historic debts had been submitted to the City Corporation (CoL) for write-off but evidence of these requests was not available.

17. Examination of corporate procurement statistics has highlighted poor performance in respect of procurement compliance. Audit examination of monthly corporate Management Information reports for August 2018 confirmed that performance remains below corporate targets, as shown below. It is noted that PO and AP payment performance has been regularly below target for a number of years. Improvement is required to ensure that financial commitments are known at the earliest opportunity, suppliers are paid on a timely basis and invoices are received in a format appropriate for the new corporate invoicing system that is expected to be in place by the end of 2018-19. It was noted that City Procurement has been liaising with CoLP in order to drive improvement in these areas and work is understood to be on-going in this respect.

	TARGET:	ACTUAL:
Purchase order compliance	97%	95%
AP invoice turnaround (30 day)	97%	66%
AP invoice turnaround (10 day)	85%	63%
Invoices in True PDF format	80%	60%

18. Evidence was not available to demonstrate regular review of related management information reports in respect of un-invoiced receipts (goods or services received, and invoices awaited), expected receipts (goods or services ordered) and invoices on hold. The interrelationship between these management information reports and procurement compliance is acknowledged, emphasising the need for more frequent review and clearance of outstanding items.
19. Audit sample testing indicated that established arrangements are in operation for the creation, approval and posting of journals, as well as the identification and processing of year-end accruals to ensure that items are correctly treated in the accounts. It is understood from the Deputy Director, Financial Services (CoL) that considerable Chamberlain's Department support was provided to CoLP at year-end to ensure that amounts were correctly accounted for.
20. Internal Audit was advised that budget monitoring takes place on a monthly basis but evidence, such as action points arising from discussion between budget holders and Finance Business Partners, was not supplied. Internal Audit noted that weekly Finance Ops meetings are held to assist prioritisation of activity, including actions related to CoLP budget management. Forecasting has not been undertaken in 2018-19 due to the focus on budget realignment. Delays have been noted in budget reporting to Committee in respect of both the 2017-18 outturn and Quarter 1 budget monitoring in respect of 2018-19; reported net expenditure for Quarter 1 shows a favourable variance of £0.72m against budget. The Medium-Term Financial Planning audit undertaken during 2017-18 highlighted that the CoLP budget monitoring reports were not completed and/or submitted on a timely basis.

21. Following the receipt of the management response, an Action Plan has been requested, setting out the detailed actions, required resources to deliver the recommendations and specific delivery targets. It is noted that the Commissioner has agreed to implement all recommendations by 31st March 2019.

Corporate Wide Audits 2017-18

22. As previously agreed with your Committee, where findings and recommendations from corporate-wide audit reviews impact on the City Police details will be reported at the next committee meeting. There were 10 planned corporate audits for 2017-18, eight of these have been completed to date and no recommendations that directly impact on the City Police, that is, requiring CoLP action, were made. The audits completed to date are:

- Emergency Planning
- Use of Waivers
- IR 35 - Use of Consultants and Specialists Regulations
- Evaluation of sub £100K tenders
- Expenses – Procurement Cards – Petty Cash
- Business Travel
- GDPR
- Contract Management

One audit has yet to be finalised:

- Income Collection and Banking

Fieldwork for the Contract Management (City Police Accommodation Programme) has been substantially completed; however, further evidence is being assessed following an initial exit meeting. At the request of the Chairman, an update report will be provided to the Sub-Committee.

Corporate Wide Audits 2018-19

The following corporate wide audits have been included within the Internal Audit Plan 2018-19. As agreed with your sub committee in November 2017, where findings and agreed recommendations impact on the City Police, the sub committee will be advised of the details.

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

- Projects Change Control Process

Schedule of Internal Audit Recommendation Implementation

23. At the November 2017 meeting Members requested that the sub-committee are given a schedule of all internal audit recommendations raised and agreed with the City Police. This schedule is included within Appendix 2. There are currently 42 “live” recommendations which have been agreed by management and subject to internal audit follow-up procedures after the implementation date. There are 35 recommendations with an Amber rating; and seven recommendations with a Red rating. There are ten recommendations which have been implemented and evidenced by Internal Audit, a further 16 recommendations where evidence of implementation has been requested from the CoLP, and the remaining 16 recommendations not yet due to be implemented. The following table provides an analysis of recommendations by audit project, the number that the CoLP have been evidenced by Internal Audit as implemented, the number to be implemented.

Audit	Assurance Rating	Implementation Evidenced	Awaiting* Implementation	Total
CoLP Budget Monitoring 2017-18	RED	-	-	-
	AMBER	-	4	4
CoLP Programme Management 2017-18	RED	1	-	1
	AMBER	3	-	3
CoLP Seized Goods 2017-18	RED	1	-	1
	AMBER	2	4	6
CoLP Demand and Event Policing 2017-18	RED	-	-	-
	AMBER	-	1	1
CoLP Business Continuity 2017-18	RED	-	-	-
	AMBER	2	4	6
CoLP Freedom of Information Requests 2017-18	RED	-	1	1
	AMBER	1	2	3
CoLP Bank Accounts 2017-18	RED	-	1	1
	AMBER	-	2	2
CoLP Key Financial Controls 2018-19	RED	-	3	3
	AMBER	-	10	10
Total		10	32	42

*Includes not yet due for implementation – details contained in Appendix 3

Conclusions

24. The 2017-18 Internal Audit plan audits have completed to a minimum of final report stage.

25. Following the Key Financial Controls audit, work on the 2018-19 Internal Audit plan can now commence.

26. There are currently 42 “live” audit recommendations: There are 35 Amber rated recommendations and seven Red rated recommendations. There are ten recommendations which have been implemented and evidenced by Internal Audit, 16 recommendations not yet due to be implemented, and a further 16 recommendations where evidence of implementation is required from the CoLP.

Appendices

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

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

City Police - Schedule of Internal Audit Projects 2017-18

Full Reviews				Recommendations			
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Income Streams and Generation</u> The Force's approach to increasing sources of income and new streams will be examined.	20	19 th June 2018 (Actual)	Completed Amber Assurance	0	2	0	2
<u>Project Management</u> This review has been requested by the Town Clerk and will assess compliance with the City's project approval gateway process.	15	31 st October 2017 (Actual)	Completed Amber Assurance	2	8	0	10
<u>Action Fraud Procurement Process</u> This audit will examine the procurement process for the team and contract monitoring arrangements	10	---	Deferred	-	-	-	-
<u>Demand Policing and Event Resourcing</u> The purpose of this audit is to examine the budget setting and monitoring arrangements for ad-hoc non-core policing activities.	5	4 th April 2018 (Actual)	Completed Amber Assurance	0	1	0	1

Full Reviews		Recommendations					
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>Police Business Continuity Planning</u> The audit will focus on the arrangements in place to review, revise and test the CoLP Business Continuity plan.	10	5 th April 2018 (Actual)	Completed Amber Assurance	0	4	1	5
<u>Police Bank Accounts (Defendants' Funds)</u> An audit exercise to ascertain the adequacy of controls over the management of defendants' funds.	15	30 th June 2018 (Actual)	Final Report	1	2	-	3
<u>Police Seized Goods</u> An audit exercise to ascertain the adequacy of controls over the recording and secure storage of seized goods.	15	31 st October 2017 (Actual)	Completed Red Assurance	3	12	0	15
<u>Police Freedom of Information Requests</u> This audit will look at the adequacy of processes in place to receive, record, process and respond to FOI requests in accordance with relevant legislation.	10	9 th April 2018 (Actual)	Completed Red Assurance	1	3	4	8
<u>IT Network Security</u> The audit will focus on the integrity of the IT network security arrangements.	10	---	Deleted	-	-	-	-

Full Reviews			Recommendations				
Project	Planned Days	Planned Completion Date	Current Stage	Total Red	Total Amber	Total Green	Total
<u>IT Technology Refresh Project</u> This audit will determine the adequacy of governance of the IT Refresh Project and consider adherence to timescales and the delivery of milestones.	10	---	Deferred	-	-	-	-

This page is intentionally left blank

APPENDIX 2

Schedule of “live” audit recommendations as at November 2018

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
CoLP Budget Monitoring 2016-17	<p>The CoLP Finance staff should be given appropriate access to enable them to upload budget profiles into Oracle R12. Assurance Rating: Amber</p>	<p>Initial Response: Giving CoLP the functionality to upload their own budgets and profiles would greatly speed up the process.</p> <p>CoLP Update: To be able to progress the profiles requires information from the Corporation, and this was delayed due to the year-end process.</p>	<p>The Chamberlain’s Financial Services Division to provide the CoLP with the facility to upload their own budgets and profiles.</p>	<p>Original 31st March 2018</p> <p>Revised 30th September 2018</p>	<p>This has been finalised</p> <p>CoLP to provide evidence.</p>
CoLP Budget Monitoring 2016-17	<p>The Director of Finance should ensure that all budget holders receive budget monitoring reports on a monthly basis and put monitoring arrangements in place to ensure that this is adhered to. Assurance Rating: Amber</p>	<p>Initial Response: Budget monitoring reports are provided on a monthly basis accompanied by monthly budget clinics, detailed quarterly reports are also provided.</p> <p>CoLP Update: No change – CoLP monthly clinics ongoing.</p>	<p>Internal Audit to be provided with evidence of CoLP monthly clinics.</p>	<p>Original 31st March 2018</p> <p>Revised 30th September 2018</p>	<p>Budget reports are being provided to budget holders and regular meetings are being held between budget holders and Finance Business Partners.</p> <p>CoLP to provide evidence.</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
CoLP Budget Monitoring 2016-17	<p>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>	Internal Audit will include an examination of budget estimate setting as part of the planned corporate wide audit of budget estimates setting.	<p>Original 31st March 2018</p> <p>Revised 30th September 2018</p>	<p>Finance Business partners Continue to review this as part of the regular budget monitoring process</p> <p>CoLP to provide evidence</p>
CoLP Budget Monitoring 2016-17	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: This is being done.</p> <p>CoLP Update: No change</p>	CoLP Head of Human Resources to provide Internal Audit with information to demonstrate the Finance Team are being provided with details of Internal Transfers.	<p>Original 31st March 2018</p> <p>Revised 30th September 2018</p>	<p>All Finance and HR Business partners now attend Local Resource Planning Meetings.</p> <p>CoLP to provide evidence</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Programme Management 2017-18	<p>The full expected outcomes and benefits as a result of the successful delivery of programme/project should be defined for on-going projects and key measures of success against these benefits should be determined and measured on a regular basis.</p> <p>Assurance Rating: Red</p>	<p>Initial Response: This recommendation is accepted, and the Force is working on this as an area for improvement across all projects and programmes. It is accepted that anticipated business benefits should be defined at the outset of a project or programme as part of the initiation process and tracked through to realisation at the close of the project or programme.</p> <p>CoLP Update: The CoLP Financial Services Director has engaged a firm of consultants to advise on the development of a process for the future identification, recording and tracking of benefits for all projects. A template has been prepared and is currently being tested. A revised implementation date of 31st July 2018 has been agreed with Internal Audit</p>	Completion of recommendation in accordance with agreed revised date.	<p>Original 30th April 2018</p> <p>Revised 31st July 2018</p>	Implementation Evidenced
Programme Management 2017-18	<p>Expenditure against the approved budget should be monitored on a regular basis by the project board to identify any potential variances at the earliest opportunity.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: Agreed.</p> <p>CoLP Update: This is agreed, and the Force has implemented for all projects.</p>	CoLP to provide Internal Audit with details of project budget monitoring.	<p>Original 30th October 2018</p>	Implementation Evidenced

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Programme Management 2017-18	<p>Each individual project within a programme should have its own risk register with individual risks being appropriately scored and assigned an appropriate 'Risk Owner' who has the responsibility of managing and monitoring that risk.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: Agreed.</p> <p>CoLP Update: This is agreed, and the Force has implemented for all projects.</p>	CoLP to provide Internal Audit with details of project risk registers.	Original 30 th October 2018	Implementation Evidenced
Programme Management 2017-18	<p>Each individual project within a programme should have its own risk register with individual risks being appropriately scored and assigned an appropriate 'Risk Owner' who has the responsibility of managing and monitoring that risk.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: Agreed.</p> <p>CoLP Update: This is agreed, and the Force has implemented for all projects.</p>	CoLP to provide Internal Audit with details of project risk registers.	Original 30 th October 2018	Implementation Evidenced

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Police Seized Goods 2017-18	<p>MK02735 The Property Procedure Manual should be amended to include the processes to follow in terms of the packaging of item types (such as cash) and the transportation of seized property between locations.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: This recommendation has been completed with the manual updated for the implementation of Niche.</p>	CoLP to provide Internal Audit with a copy of the revised property procedure manual.	31 st March 2018	Implementation Evidenced
Police Seized Goods 2017-18	<p>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.</p> <p>Assurance Rating: Red</p>	<p>Initial Response: This recommendation is accepted and will be actioned in line with others linked to communications.</p> <p>CoLP Update: Still being progressed with ECD</p>	CoLP to provide Internal Audit with details of the review of storage locations on PMS.	<p>Original 31st March 2018</p> <p>Revised 30th June 2018</p>	Evidence required from CoLP

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Police Seized Goods 2017-18	<p>MK02310 Responsible Officers for safes used across the COLP for the retention of seized goods should be informed via email of the insurance value which covers the safes. This information should be disseminated to staff/officers that manage and/or have regular use of the safes.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: This recommendation will be actioned by IMS via the master lists of safes available from the Corporation Insurance return. Strategic Development will supply the information to assist its implementation.</p> <p>CoLP Update: Action still being progressed. Aim to complete by June.</p>	CoLP to provide Internal Audit with a copy of updated lists of safes included within the Corporation Insurance return.	<p>Original 31st March 2018</p> <p>Revised 30th June 2018</p>	Implementation Evidenced
Police Seized Goods 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: This is related to ECD POCA policy, the recommendation will be forwarded to ECD to review and update their document accordingly.</p> <p>CoLP Update: Still being progressed with ECD</p>	CoLP to provide an update on the revision of the ECD POCA policy.	<p>Original 31st March 2018</p> <p>Revised 30th June 2018</p>	CoLP to provide evidence.
Police Seized Goods 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: This is related to ECD POCA policy, the recommendation will be forwarded to ECD to review and update their document accordingly.</p> <p>CoLP Update: Still being progressed with ECD</p>	CoLP to provide an update on the revision of the ECD POCA policy.	<p>Original 31st March 2018</p> <p>Revised 30th June 2018</p>	CoLP to provide evidence.

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Police Seized Goods 2017-18	MK02320 There should be a secondary witness to all disposals and this should be clearly evidenced either through a signed receipt or recorded note on PMS. Assurance Rating: Amber	Initial Response: This process exists, the Force will monitor compliance to ensure the correct steps are undertaken. CoLP Update This has been added to the SOP to ensure compliance.	CoLP to provide a sample of signed disposals receipts and/or recorded notes on PMS.	Original 31 st March 2018 Revised 30 th June 2018	CoLP to provide evidence.
Demand and Event Policing 2017-18	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. Assurance Rating: Amber	Initial Response: Accepted and will be compiled by the Director of Finance	CoLP to provide an update on the progress.	Original 30 th September 2018	CoLP to provide evidence.

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Business Continuity 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: The task of revising the Business Continuity Plan & SOP to include this information could be undertaken as part of the next document review which is due August 2018.</p>		<p>Original 31st August 2018</p>	<p>CoLP to provide evidence.</p>
Business Continuity 2017-18	<p>The Business Continuity Co-ordinator should ensure that responsibility for Bespoke Recovery Plans and Force Emergency and Resilience Plans is assigned appropriately.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: Dash board has now been updated to reflect the roles (names) allocated to each plan</p>		<p>Original 30th June 2018</p>	<p>CoLP to provide evidence.</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Business Continuity 2017-18	<p>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> <p>Assurance Rating: Amber</p>	<p>Initial Response: Documented details of the governance process for the Business Continuity Group will be supplied to the Auditor.</p>		<p>Original 30th June 2018</p>	<p>Implementation Evidenced</p>
Business Continuity 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response: BC coordinator has established a recurring 6 monthly appointment as a reminder for submission of all BCP reviews. This is set 6 weeks before the review date to enable timely gathering of the relevant information to present to the AC at the Business Continuity Group. The RAG status of the DASH book presented to the AC at the Business Continuity Group meetings will continue to be used.</p>		<p>Original 13th April 2018</p>	<p>CoLP to provide evidence.</p>
Business Continuity 2017-18	<p>The Business Continuity Coordinator should ensure that all draft Business Continuity Plans are finalised as a matter of priority.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response A meeting will be chaired by the responsible Supt. where each lead will be tasked to set a timeline to develop and finalise the plans.</p>		<p>Original 1st June 2018</p>	<p>CoLP to provide evidence.</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Business Continuity 2017-18	<p>The Business Continuity Co-ordinator should determine whether there is scope to undertake live business continuity testing earlier than currently planned.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response Internal Audit will be supplied with details of the live business continuity exercises undertaken in 2018 to date.</p>		<p>Original 30th June 2018</p>	<p>Implementation Evidenced</p>
Freedom of Information Requests 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response We accept the finding and the SOP has been revised to include explicit reference to the FOI.</p>		<p>Original 30th June 2018</p>	<p>CoLP to provide evidence.</p>
Freedom of Information Requests 2017-18	<p>Incorporate FOI training into the Triple A Training regime to ensure that FOI awareness is maintained for all staff going forward.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response The Director of Information will include FOI awareness in the "Triple A Training" regime.</p>		<p>Original 30th June 2018</p>	<p>CoLP to provide evidence.</p>
Freedom of Information Requests 2017-18	<p>The Force Policy and SOP should be updated to include the reason why confidentiality requirements are not included.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response The process manual used by FOI Central Team includes this detail and therefore it is not warranted to repeat in the overall Force Policy and SOP.</p>		<p>Original 30th June 2018</p>	<p>Implementation Evidenced</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Freedom of Information Requests 2017-18	<p>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.</p> <p>Assurance Rating: Red</p>	<p>Initial Response Through senior management engagement a plan has been in place with the Performance Information Unit since January where they have been providing resourcing to manage the backlog.</p>		<p>Original 1st August 2018</p>	<p>CoLP to provide evidence.</p>
Police Bank Accounts 2017-18	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response The Force fully accepts the recommendation.</p>		<p>Original 31st December 2018</p>	<p>Not yet due for follow-up</p>
Police Bank Accounts 2017-18	<p>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.</p> <p>Assurance Rating: Red</p>	<p>Initial Response The Force has placed a dedicated resource to undertake the reconciliations of accounts at the earliest opportunity</p>		<p>Original 31st December 2018</p>	<p>Update on progress from CoLP</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Police Bank Accounts 2017-18	<p>Reconciliation of balance sheet entries related to defendants' funds should be completed at the earliest opportunity and amounts released as appropriate.</p> <p>Assurance Rating: Red</p>	<p>Initial Response The Force has placed a dedicated resource to undertake the reconciliations of accounts at the earliest opportunity</p>		<p>Original 31st December 2018</p>	<p>Update on progress from CoLP</p>
Key Financial Controls 2018-19	<p>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 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>		<p>Original 31st March 2019</p>	<p>Not yet due for follow-up</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response The timetable will be pulled together and dates checked with the Corporation to ensure congruence with their requirements</p>		<p>Original 31st December 2018</p>	<p>Not yet due for follow-up</p>
Key Financial Controls 2018-19	<p>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 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>Not yet due for follow-up</p>
Key Financial Controls 2018-19	<p>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.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response As part of the Medium-Term Financial Plan a full list of income is being prepared. This will be used as the basis for identifying when income is due and recovered.</p>		<p>Original 31st December 2018</p>	<p>Not yet due for follow-up</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>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. <p>Assurance Rating: Red</p>	<p>Initial Response This is now a standing item on the weekly Finance Operational Meeting and the aged debtors report will be reviewed regularly by the Finance Director who will hold Finance Business Partners accountable for invoices in their business areas.</p>		<p>Original 31st December 2018</p>	<p>Not yet due for follow-up</p>
Key Financial Controls 2018-19	<p>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>Not yet due for follow-up</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>CoLP should:</p> <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. <p>Assurance Rating: Red</p>	<p>Initial Response</p> <p>The Management Information Packs are a regular agenda item on the weekly Finance Team Meeting. Finance Business Partners are held to account for the performance in their business areas around outstanding requisitions and expected receipts.</p>		<p>Original 31st March 2019</p>	<p>Not yet due for follow-up</p>
Key Financial Controls 2018-19	<p>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</p> <p>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>		<p>Original 31st March 2019</p>	<p>Not yet due for follow-up</p>
Key Financial Controls 2018-19	<p>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</p> <p>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>		<p>Original 31st March 2019</p>	<p>Not yet due for follow-up</p>

Audit	Recommendation	Management Responses	Action Required	Target Dates	Status
Key Financial Controls 2018-19	<p>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>		<p>Original 31st December 2018</p>	<p>Not yet due for follow-up</p>
Key Financial Controls 2018-19	<p>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 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>Not yet due for follow-up</p>
Key Financial Controls 2018-19	<p>Variance analysis should be undertaken on a monthly basis and evidence retained. Where any significant variances are identified, these should be sent to the Assistant Director of Finance for review and remedial action taken as appropriate.</p> <p>Assurance Rating: Amber</p>	<p>Initial Response 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 yet due for follow-up</p>
Key Financial Controls 2018-19	<p>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 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>Not yet due for follow-up</p>

ANALYSIS OF RECOMMENDATION

Audit	Assurance Rating	Implementation Evidenced	Evidence Required from CoLP	Not Yet Due for Implementation	Total
CoLP Budget Monitoring 2017-18	RED	-	-	-	-
	AMBER	-	4	-	4
CoLP Programme Management 2017-18	RED	1	-	-	1
	AMBER	3	-	-	3
CoLP Seized Goods 2017-18	RED	1			1
	AMBER	2	4	-	6
CoLP Demand and Event Policing 2017-18	RED	-	-	-	-
	AMBER	-	1	-	1
CoLP Business Continuity 2017-18	RED	-	-	-	-
	AMBER	2	4	-	6
CoLP Freedom of Information Requests 2017-18	RED	-	1	-	1
	AMBER	1	2	-	3
CoLP Bank Accounts 2017-18	RED	-	-	1	1
	AMBER	-	-	2	2
CoLP Key Financial Controls 2018-19	RED	-	-	3	3
	AMBER	-	-	10	10
Total		10	16	16	42

This page is intentionally left blank

Agenda Item 8

Committee(s): Police Performance and Resource Management Sub Committee	Date(s): 23 November 2018
Subject: Quarter 2 Performance against measures set out in the Policing Plan 2018-21	Public
Report of: Commissioner of Police Pol 81-18	For Information
Report author: Stuart Phoenix, Head of Strategic Development	

Summary

This report summarises performance against the measures in the Policing Plan 2018-21 for the period 1st July 2018 to 30th September 2018.

MEASURE	CURRENT ASSESSMENT	1 st QUARTER ASSESSMENT	4 th QUARTER ASSESSMENT	3 rd QUARTER ASSESSMENT	TREND
Measure 1: The number of crimes committed in the City	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➔
Measure 2: The capability and impact the Force is having against countering Terrorist Activity.	SATISFACTORY	SATISFACTORY	SATISFACTORY	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.	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	⬆
Measure 6: The capability and impact the Force is having against countering Violent Crime.	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	SATISFACTORY	➔
Measure 7: The capability and impact the Force is having in policing City Roads.	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	⬆
Measure 8: The capability and impact the Force is having providing Protective Security to the City	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	REQUIRES ACTION	⬆

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

Recommendation(s)

It is recommended that members note the report

Main Report

Background

1. This report presents Force performance against the measures published in your Committee's Policing Plan 2018-21, reporting for performance to the end of the 2nd quarter (30th September), details concentrate on the months of July, August and September 2018. All relevant performance information is contained within Appendix 'A'.
2. For the Force Performance Management Group (PMG), measures are graded around whether performance is 'satisfactory', requires 'close monitoring' or 'requires action'. As requested at the Performance Sub-Committee meeting in May 2017 the report to your Sub-Committee continues to reflect the grading reported at PMG and the summary table shows the trend from the previous quarter over a rolling 4 quarter period where available.

Current Position

Overview of Force Performance

3. A comparison with the same period in 2017-18 shows that:
 - 'All Crimes' reported in the City has risen by 25%. There are 3425 crimes recorded so far this year compared to 2730 for the same period in 2017/18. The corresponding sanction detection percentage for all crimes is 16% and for Positive Outcomes is 18%.

- Violence with injury has risen from 167 year to date 2017/18 to 235 crimes for the same period this year, this represents an increase of 41%.
 - Violence without injury has also seen an increase from 198 crimes last year to 254 crimes for this reporting period, which corresponds to an increase of 28%.
4. Vulnerability remains a Force priority this year and is monitored through the Force Vulnerability Dashboard. The Force continues to monitor and mitigate against the number of individuals coming to the City to attempt suicide. In addition, Learning & Development are delivering College of Policing vulnerability training to officers and staff to ensure a best practice response to vulnerable victims. To the end of September 2018, a total of 269 officers/staff have attended the Vulnerability training.
5. The Force is undertaking more detailed work to review the reasons behind the rise in crime within the City.
- **Overall national trend in rising crime.** It is a fact that many other forces are also recording higher overall levels of crime. At the end of August (most recent published figures nationally), CoLP was showing a 23% increase in overall crime levels, commensurate with such areas as Bedfordshire (22%), Gwent (26%), Kent (24%) whilst Lancashire reported a 43% increase. The MPS recorded a 3% increase. Some of this is attributable to reporting performance as percentages; Measure 1 of Appendix A shows that very large percentage increases have resulted from increases to low numbers. A stark example of this is the increase in robbery of business property which has risen from 1 offence to 6, representing a 500% increase. This does not ignore the increases in types of crime that the City has experienced, but it is a contextual consideration.
 - **Changes in crime recording system within Force.** With the adoption of Niche and the way in which crime is recorded there is a potential increase in the Force CAD¹ to crime ratio as the Force is operating stricter processes around the National Crime Recording Standard (NCRS). An assessment of this ratio is currently being undertaken by the Force Crime and Incident Registrar; current data indicates the Force has moved from a lower percentage of crime to CAD (around 60%) to around 90%. This change in practice alone may mean for every 100 CADs coming into the City, the Force is recording potentially 30 more crimes than previously would have been recorded.
 - **Duplication Being Removed.** Whilst potentially a small percentage, the way Niche operates has caused a number of crimes to be duplicated on the system which take time to weed out. This can occur when a business has been a victim of a crime and multiple people have reported to the Force. The names of the individuals reporting are often taken as the victim rather

¹ CAD is Computer Aided Despatch and refers to incidents which are not necessarily crimes but which might be converted to crimes on closer inspection of the facts.

than the business, which can only be rectified through retrospective screening.

6. At your last Performance Sub Committee a Member requested more detail on the days/times that crimes are committed in the City (OR no 5). This has been provided on the 2nd page of Appendix A. In general, this shows that the City experiences the most crimes (an average of 25) on Fridays, usually between 09:00 and 21:00, likely impacted by the Night Time Economy (NTE). This information informs Force Tasking.

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:
8. **Measure 1** – This tracks the overall crime picture for the City. There is currently a 25% rise in recorded crime from the YTD figure last year. There are 3425 crime recorded so far this year compared to 2730 for the same period in 2017/18, thus for this period this measure has been assessed as Close Monitoring. There have been a number of proactive initiatives taking place in the City to reduce crime including lifetime offender management work around burglary and events to raise awareness and give prevention advice around cycle and vehicle theft. Further details are contained within Appendix A.
9. **Measure 6** – Victim Based Violent Crime. This is reflected as Close Monitoring due to the rise in this crime type with 642 crime for the year to date compared to 491 within the same period in 2017/18. A number of initiatives are ongoing to tackle this issue, which include:
 - Support group visiting Romford to look at how they police their Night Time Economy due to the number of assaults linked to licenced premises.
 - Crime Squad conducting numerous patrols based on crime and intelligence information from the Force Intelligence Bureau (FIB) and also completing numerous licence premises checks.
 - Operation tackling violent crime in the City by targeting vehicles suspected of belonging to those involved in violent crime travelling through the Square Mile.

Additional details are included in Measure 6 of Appendix A.

10. **Measure 9** – Acquisitive crime. This has been categorised as Close Monitoring due to the rise in this crime type with 2162 crimes for the year to date compared to 1734 within the same period in 2017/18. There has been an increasing trend in all of the sub-categories, albeit with some month to month variations. Many of these crimes relate to shoplifting and loss of personal property whilst in licensed premises. The Force continues to run education and crime prevention events to raise awareness of steps individuals and businesses can take to better look after their belongings and avoid becoming a victim of this crime type. These will be augmented with

publicity and social media campaigns over the Christmas period when crimes of this nature are predicted to increase based on previous years' experience.

11. **Measure 10** – The first quarter survey results have recently been received. For the Year 2017/18: 75.5% of respondents were very satisfied with overall service. For the 1st quarter 2018/19 this is now at 60.6%. The timing of this Sub Committee has not allowed for full analysis of this data to take place. This fuller analysis will be provided to the next Force Performance Management Group (PMG) with recommendations for remedial action. An update on this will be provided to your next Performance and Resource Management Sub Committee in Q1 2019.

Appendices:

- **Appendix 'A' Performance Summary**
- **Appendix 'B' Quarterly ASB Overview**

Stuart Phoenix

Head of Strategic Development

T: 020 7601 2213

E: stuart.phoenix@cityoflondon.pnn.police.uk

This page is intentionally left blank

Appendix A

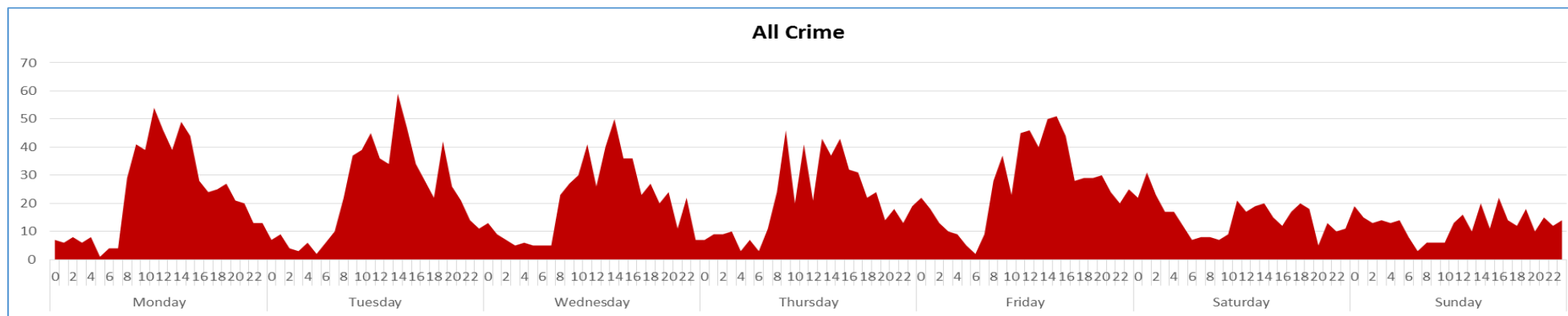
Measure 1	City Crime Overview	Assessment	CLOSE MONITORING					
AIM/RATIONALE	To ensure the overall picture of crime within the City is monitored and emerging trends are acted upon within year.							
Reason for Assessment	This is assessed as Close Monitoring reflecting the year on year increase in overall crime.							
	Financial Year To Date				Rolling 12 Months			
Crime Category	FYTD 17/18	FYTD 18/19	Frequency Change	% Change	Previous Rolling 12 months	Current Rolling 12 months	Frequency Change	% Change
ALL OTHER THEFT OFFENCES	684	755	71	10.4%	1467	1568	101	6.9%
ARSON	2	0	-2	-100.0%	3	2	-1	-33.3%
BICYCLE THEFT	223	280	57	25.6%	366	425	59	16.1%
BURGLARY - BUSINESS/COMMUNITY	119	164	45	37.8%	250	317	67	26.8%
BURGLARY - RESIDENTIAL	4	5	1	25.0%	13	15	2	15.4%
<i>BURGLARY ALL</i>	123	169	46	37.4%	263	332	69	26.2%
CRIMINAL DAMAGE	117	101	-16	-13.7%	227	236	9	4.0%
DEATH OR SERIOUS INJURY UNLAWFUL DRIVING	1	0	-1	-100.0%	2	0	-2	-100.0%
DRUG POSSESSION	134	178	44	32.8%	242	302	60	24.8%
DRUG TRAFFICKING	45	47	2	4.4%	80	77	-3	-3.8%
HOMICIDE	2	1	-1	-50.0%	2	1	-1	-50.0%
MISCELLANEOUS CRIMES AGAINST SOCIETY	82	67	-15	-18.3%	170	120	-50	-29.4%
OTHER SEXUAL OFFENCES	34	45	11	32.4%	56	85	29	51.8%
POSSESSION OF WEAPONS OFFENCES	27	40	13	48.1%	50	72	22	44.0%
PUBLIC DISORDER	121	218	97	80.2%	227	374	147	64.8%
RAPE	12	15	3	25.0%	15	27	12	80.0%
<i>RAPE & OTHER SEXUAL OFFENCES</i>	46	60	14	30.4%	71	112	41	57.7%
ROBBERY OF BUSINESS PROPERTY	1	6	5	500.0%	3	12	9	300.0%
ROBBERY OF PERSONAL PROPERTY	19	42	23	121.1%	26	87	61	234.6%
SHOPLIFTING	347	448	101	29.1%	743	838	95	12.8%
STALKING AND HARASSMENT	72	86	14	19.4%	129	169	40	31.0%
THEFT FROM MOTOR VEHICLE	29	84	55	189.7%	76	169	93	122.4%
THEFT FROM THE PERSON	241	309	68	28.2%	476	670	194	40.8%
THEFT OF MOTOR VEHICLE	38	38	0	0.0%	65	73	8	12.3%
VEHICLE INTERFERENCE	11	7	-4	-36.4%	18	10	-8	-44.4%
VIOLENCE WITH INJURY	167	235	68	41%	374	452	78	20.9%
VIOLENCE WITHOUT INJURY	198	254	56	28%	373	454	81	21.7%
ALL CRIME	2730	3425	695	25%	5453	6555	1102	20.2%

ANALYSIS



The rolling 12 months graph demonstrates that there has been a strong increasing trend in 'All Crime'. The R^2 value is 0.9 which is very close to 1 (the strongest it can be) indicating a strong increasing trend. This is demonstrated further when comparing the current rolling 12 months (1st October 2017 to 30th September 2018) with the previous rolling 12 months (1st October 2016 to 30th September 2017) which is showing an increase of 20.2%.

When looking at the 'All Crime' trend broken down by month over the past 12 month the trend is not as clear but there is still a general increasing trend but more variations between months. The sanction detection percentage for all crimes is 16% and for Positive Outcomes is 18%.



As requested by Members at your last Police Performance and Resource Management Sub Committee, the graph on the previous page shows the times and dates of the week that crime occurs most frequently in the City and narrative follows below.

In general the City experiences the most crimes (an average of 25) on Fridays, usually between 09:00 and 21:00, likely impacted by the Night Time Economy (NTE). Levels are also high on a Monday (average of 21 per day) between 09:00 and 15:00 and Tuesday (average of 22 per day) between 09:00 to 18:00. On all three of these days there is a noticeable peak at lunch time (12:00-15:00). The graph clearly indicates that there is much less crime on a Saturday and Sunday in the City correlating with reduced footfall in the City over the weekend.

There have been a number of proactive initiatives taking place in the City to reduce crime including offender management work around burglary, cycle events to raise awareness and give prevention advice and Operation Spectre targeting vehicles suspected of belonging to those involved in violent crime travelling through the Square Mile. These will be explored in more detail throughout the report.

Robbery of Personal Property

Force resources have been tasked to research this crime area and with the support of FIB analysts to draw up a problem profile and then put together an operation to target the recent rise in robbery of personal property. ATM robberies although low in number, seem to be on the increase, as do the robbery of expensive watches such as Rolex. A Scanning Analysis Response Assessment (SARA) is being drawn up in this area with an associated 4P Plan to reduce reported crime.

Burglary

A huge reduction has been seen in the month of September, where the amount of burglaries recorded in one month is the lowest it's been for over 3 years. October figures appear to have remained low. This is as a result of targeted work by CoLP Reactive and Pro-active burglary teams. There has been a real push to identify and arrest as the earliest opportunity burglary suspects and to achieve remands in custody to stop them from committing further offences.

Pro-active work has involved a number of Offender Management type nominals on our prolific burglars as soon as they are released from prison. CID officers are actively monitoring when offenders are in prison, release dates, officers who know them and can ID them. An occurrence on Niche has been set up dedicated to all known prolific City burglars including details of police action and hyperlinks to the occurrences which they have been convicted of or are outstanding suspects for.

Visits to nominals' home addresses ensure that they are adhering to licence restrictions. Where they are not, we are working proactively with the MPS and probation service to have them recalled.

Night duty officers are tasked to conduct burglary patrols. Close work between CID and Communities resulting in a location that was subject to burglary on a number of occasions, resulted in the landlords implementing basic security procedures such as CCTV & Alarms resulting in no further burglaries at that location since.

Cycle Theft

Operation CICELY continues to be run by the Crime Squad with some assistance from Communities on the Prevent aspect where bike marking continues. A big push on prevent is due to take place as part of Operation Mercury (29th November) between Communities and Crime Squad where crime prevention advice will be given at popular cycle bays as well as bike marking and substantial D Locks provided free of charge to those cyclists without adequate locks. A pro-active operation is being put together by the Crime Squad to target a prolific offender in this area of crime who was arrested at the beginning of October for offences in the City and is due in court in November.

Shoplifting

Operation SEALIFTED continues to be run by the Crime Squad. After a couple of months of a steady rise in shoplifting, due to increased focus by the Crime Squad in these type of offences paired with an emphasis placed on stores to increase reporting particularly a well known chain of health food shops in the City, this has started to see a reduction in September. Arrests for shoplifting have increased and the effective and increased use of Community Banning Orders (CBO's) has contributed to offender's reluctance to enter the City. Recently, the deployment of full time security guards at shoplifting hotspots are also seen as positives in deterring offences at these stores.

Theft from MV

Operation MIMAS continues with regular plain clothes patrols of the hotspots. Most offences appear to occur at weekends. An individual is 3 months in to a 6 month residential drug rehabilitation order in the West of England and regular checks are made by CID to ensure he is still in attendance. Action against this individual has resulted in a significant reduction since July 2018 of theft from Motor Vehicle offences. Communications with NCP continues to improve target hardening and security measures at their City car parks.

Moped / Pedal Cycle Enabled Thefts

While moped enabled crime figures have significantly reduced to minimal figures, pedal cycle enabled thefts have risen steadily over the past 5 months. Offences are taking place mainly in hours of darkness at pub emptying times, targeting victims who have been out socialising and are probably less aware of their surroundings. Offenders are difficult to detect due to the clothing they wear, covering their faces making them extremely difficult to identify. Currently tactical options to combat this type of crime type are limited as tactical contact (as utilised against moped enabled crime) is not permitted with those on pedal cycles.

The Force is commencing a project to identify methods the police could utilise to prevent and detect these offences.

The City of London Crime Prevention Association receives a presentation from the CID DI every month at this subject has been covered continually to reinforce the message to the City Community on how to safeguard themselves and their possessions against this type of offence.

Public Order

Since Jan 2018, offending has been significantly higher than the previous year. After POA Sec 4/4A offences (Intentional harassment, alarm or distress) which make up 45% of offences in Sep, the next largest offending crime type were Racially Aggravated offences which made up 24%. The overall increase could be in part be driven by an increase in Hate Crimes, which would reflect the national trend of a 17% increase from last year.

Bishopsgate remains the main hotspot area for Public Order offences to take place with London Bridge and Wormwood Street the other locations of note for September. Analysis of the September data showed that less than one third of the Public Order offences took place during the night time economy, with the greatest frequency of offences taking place between 12:00-21:00.

Measure 2	Counter Terrorism	Assessment	SATISFACTORY									
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to combat the terrorist threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.											
Reason for Assessment	The Force activity and capability is in place to mitigate threat as assessed with TT&CG submission.											
ACT & ARGUS DATA												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Act Awareness	162	368	225	81	72	419						
Percentage consider Force capable	100%	100%	100%	100%	100%	100%						
Number Argus Attendees	61	110	50	62	48	106						
Percentage consider Force capable	100%	97.5%	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						
Trend	➡	⬇	⬇	⬆	⬆	⬆						
Year to Date Rolling Total	10	19	27	37	48	62						
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						
Trend	⬆	⬇	⬆	➡	⬆	⬇						

ANALYSIS

What are the issues:

In July 78 pieces of intelligence were assessed by City of London Special Branch. A breakdown of this number shows a continued focus on International Counter Terrorism (32 assessments) but Domestic Extremism (25 reports) again also featured highly. There is a continued focus on the increase in Far Right Wing activity, which continues to be energised by the activity and publicity surrounding a high profile right wing activist.

No significant variation has been detected from the levels of reporting seen during June except for a small decrease in the number of assessments completed. However, 53 pieces of intelligence were disseminated by City of London Special Branch to partners across the CT Network during July, which represents an increase of +21 from June.

August was a low demand month for CT awareness and briefings to businesses. This was expected due to the large number of businesses running with fewer staff numbers over the holiday period. The CTSA office has continued supporting the City of London Corporation in a number of meetings to progress continuous improvements in security both at COLC locations and public realm. The team have also been focussing on engagement with the retail sector and small businesses that typically do not attend ACT (Previously Griffin) sessions due to time constraints. The team have held events at One New Change and specifically designed a product that can be briefed within 10 minutes to small & medium enterprises.

69 pieces of intelligence were assessed by City of London Special Branch during September 2018, which is a similar figure to previous months. Of those, 36 pieces of intel related to International Counter Terrorism and 29 related to Domestic Extremism (DE). There is a national trend of an increase in reporting on Domestic Extremism. Tensions between extreme right wing (XRW) and extreme left wing (XLW) groups are increasing and resulting in disorder, as demonstrated by The Democratic Football Lads Alliance march on 13th October in London and 15th September in Sunderland. The trial of Tommy Robinson at the Old Bailey on 27th September attracted around 600 protestors and the next hearing on 23 October is likely to generate similar or possibly greater numbers. There has also been an increase in reporting around ALM (A group encouraging Foreign fighters for Islamic State) with the upcoming release of key members of the group from prison. ALM supporters also attended the Old Bailey for the aforementioned trial.

What is the Force doing about the issues?

Special Branch continues to work with partners and I&I Forward Intelligence Team to identify and enhance intelligence into DE protest activity. Lighting reports are allocated to a DC within Special Branch and are all investigated in a timely manner. Any reports of concern are immediately raised with senior management within CT.

Special Branch continue to work closely with NCTPOC (National Counter Terrorism Policing Network) & FIB (Force Intelligence Bureau) in the build up to protest events, in particular the trial of Tommy Robinson, in order to enhance intelligence into potential protest activity and to ensure accurate post event reporting to capture all relevant intelligence.

Special Branch continue to liaise with the national intelligence desk to identify likely ALM activity within the City and provide timely intelligence to them.

City of London Special Branch disseminated 59 pieces of intelligence to partners across the CT Network during August. This is an increase of 25% on the previous month and reflects the increase in intelligence generated from XRW & XLW activity, particularly around the trial of Tommy Robinson at the Old Bailey.

During September 2018 a total of 8 Op Lightning reports had been submitted to CoLP SB. This figure is a decrease of 55% when compared to the previous month and is lower than

the average total for September over the last five years which stands at 12. Reporting had continued to be low during the first half of the month, following on from the low levels of reporting towards the end of August, with just three reports being submitted between the 1st and 16th of September. Five reports had been submitted in the period 23rd – 30th September.

All reports had taken place within City boundaries, with a higher number of incidents taking place in the North of the City. Photography and filming were the predominant MO's during September. With four reports involving photography and three involving individuals filming. The remaining report had involved general suspicious behaviour – loitering in an area.

Reporting was highest from members of the public during September, with six reports received. One report had been passed to CoLP from the MPS and one was submitted by a CoLP member of support staff. For the first time in 2018, no reporting had been submitted by either Griffin trained security staff or general security staff.

ACT (Griffin) & Argus Survey analysis:

Griffin numbers were lower this month due to poor attendance at pre planned events. There is no definitive reason for this, although it is suspected that the hot weather and time of year impacted attendance. Feedback was positive for the events. . Not accounted for in this document is a number of CT awareness briefings completed over the period. The team have developed a SME briefing which has been rolled out to large number of small businesses, including liaison with Pret A Manger nationally about including something similar within their induction training. In addition the team supported a CT learning and development event at AVIVA, presenting to approximately 500 people.

Griffin is now called ACT Awareness to bring it in line with the national product, and this is being rebranded internally and externally. Feedback has been positive to both products this month. Demand for ACT awareness has increased after the summer period which is expected and in line with yearly trends. The figures include the monthly ACT awareness session hosted at Wood Street and also the specific sessions delivered to the business community. Argus sessions, which test and exercise strategic decision making and aim to identify improvements in policy and procedures was well received this month and had some good feedback. This include HR personnel for large institutions, where the team have been looking at decision makers outside of the security community. This has included document awareness training.

SERVATOR STATS												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Deployments	*	*	*	66	88	51						
Engagement (Key Servator messages given)	*	370	700	635	1265	955						
Stop and Search	4	15	8	15	11	10						
Positive stop searches	4	9	5	11	7	8						
Arrests	4	11	5	9	5	10						
Intels	6	5	4	1	6	3						

*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 Force activity and capability is in place to mitigate threat as assessed with TT&CG submission.

CYBER CRIME NFIB REFERRALS													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
2015-16 (Month)	1	2	2	0	2	4	2	0	2	0	2	1	18
2016-17 (Month)	4	7	5	6	6	5	4	3	4	8	9	0	61
2017-18 (Month)	3	5	5	6	12	6	5	4	7	8	8	10	79
2018-19 (Month)	3	5	10	9	9	9							45
Change (Month)	-	-	+5	+3	-3	+3							-
Trend	➔	➔	⬆	⬆	⬇	⬆							-

ANALYSIS

July Analysis

Cyber **dependent** crimes reported by victims within the City for the month of July was 5 for Hacking – Personal / Social Media & Email / PBX / Computers – Virus, Malware, Spyware. Seasonality analysis indicates that reports will further increase in the months to come but figures will continue to be low.

79% of cyber related attacks were reported by businesses in the City, as opposed to 9% of reports that came from individuals. 25% of City victims (between October 2017 to March 2018) indicated a severe or significant impact from the crime.

What is the Force doing about the issues?

The threat from Cyber Dependent and Cyber enabled crime is complex and ever evolving. The Force is working to develop a co-ordinated and standard approach to provide a consistent service to meet this challenge which crosscuts all Directorates and business areas including public protection, vulnerability, missing persons and victim care. This work is on-going to develop existing relationships and ensure increased co-ordination.

To achieve this a Cyber Working Group was created with a number of strategic aims (list not exhaustive):-

- To develop a delivery plan against the CoLP Cyber Strategy 2025 and use to drive operational and tactical delivery
- To review and oversee the pilot of Cyber Griffin, and brief members on the direction given by the Cyber Griffin Corporation Programme Board
- To oversee the design, development and delivery of a Crime Reduction Plan for Cybercrime outside scope of Cyber Griffin
- To capture issues and solutions and in relation to the investigation of pure cybercrime, whether that is related to capability and training, workforce strength against demand and investigative priorities etc.
- Ensure all evolving activity in relation to cybercrime is aligned to Transform
- To lead on the design, development and delivery of a Cyber Market and Engagement Strategy aligned to the Corporate Plan
- To review any new significant and emerging changes in the cyber threat landscape

August Analysis

The growth in criminal cryptomining incidents has coincided with a corresponding drop in observed ransomware infections. One key advantage of cryptomining malware over ransomware is that it does not rely on the victim being willing to or capable of making payment.

It is highly likely that the criminal use of browser-based cryptominers will continue to grow, based on their ease of use and ability to work undetected. As this landscape becomes increasingly competitive, variants are likely to emerge that give a higher percentage of the earnings to the user. For most victims, cryptomining malware will have a minimal impact. However, it can be conducted at scale and has the potential to cause significant business impact, including against Critical National Infrastructure (CNI).

****Cryptomining is “the processing of transactions in the digital currency system, where the records of current transactions, known as blocks, are added to the record of past transactions, known as the block chain.”****

What is the Force doing about the issues?

Under the Pursue strand 3 suspects have been charged with offences this month after a 6 month investigation which has uncovered an international Organised Crime Group.

Under the Protect strand, Cyber Griffin Table Top exercises are being used to educate and increase resilience amongst our business community.

What Impact is the Force having?

Continued disruption of Criminal activity by actively pursuing offenders and bringing them to justice at the same time as target hardening the community.

September Analysis

Criminals continue to use Distributed-Denial-of-Service (DDoS) attacks as a tool against private business and the public sector. Such attacks are used not only for financial gains but for ideological, political or purely malicious reason. This type of attack is not only one of the most frequent (only second to malware in 2017); it is also becoming more accessible, low-cost and low-risk.

Protect:

In relation to the wider issue of DDoS attacks, Cyber Griffin Briefings include a section on DDoS attacks and how individuals and organisations can defend themselves from attacks

Pursue:

In relation to the crimes that have been committed the Crime Directorates Cyber Crime Unit are investigating the crimes and are doing so in tandem with the NCA and GMP as there has been a series of DDoS attacks on Councils throughout the Country. A suspect responsible for them all has possibly been identified and will be arrested imminently.

What Impact is the Force having?

Positive impact through education and enforcement.

CYBER GRIFFIN BRIEFINGS												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Cyber Griffin Events	-	-	1	1	1	1						
Number of people attending Cyber Griffin	-	-	40	49	55	45						
Satisfaction rate of attendees	-	-	-	-	87%	87%						
ANALYSIS												
<p>Attendee responses – Attendee responses have remained very positive with a greater number picking that the briefings do what they set out to – the briefings are an effective tool for teaching non-technical people key cyber defender skills. There have been a few pieces of feedback stating there are too many examples of phishing. This will be addressed.</p> <p>Feedback summarised – August survey returns - “I thought it was very well presented – a good range of topic with enough information to be interesting without being overwhelming” – “very engaging and knowledgably” – “clear, made sense, will presented” – “it was great and simple”.</p> <p>September saw the first running of a Cyber Griffin requested privately to be delivered to a whole company department. The briefing was largely a success but there remains a recurring theme of technically minded attendees seeking a more detailed briefing. This is reflected in the feedback and has pulled the overall scoring of the presentation to being a little too simplistic.</p> <p>What impact did the training have? Attendees rated themselves 26% more knowledgeable in terms of cyber defences and 25% more confident to apply those defences in their daily lives.</p> <p>The Force is now seeing increased take up table top response exercises. 8 exercises have either been run or are booked to run now. Two business have requested a Cyber Griffin run privately for their staff in addition. The table-top exercise has a very different intended impact to Cyber Griffin Briefings. It aims to give attendees a strategic understanding of cyber-security and to use this in future decisions they make. Qualitative evidence supports that the exercises is having this impact.</p> <p>We have started using some new feedback metrics. Here are the results of one which measures impact: Following the presentation how likely would you be in engage with the following security behaviours?</p> <p>Using strong separate passwords – 52% (certain to) 36% (very likely to)</p> <p>Installing the latest software – 78% (certain to) 11% (very likely to) 11% (fairly likely to)</p> <p>Always backing up data – 58% (certain to) 32% (very likely to) 5% (fairly likely to) 5% (not at all likely to)</p> <p>Never clicking on suspicious links – 68% (certain to) 32% (very likely to)</p> <p>Making any change to personal cyber security behaviour 63% (certain to) 37% (very likely to)</p>												

Measure 4	Fraud	Assessment	SATISFACTORY										
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to combat the fraud threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.												
Reason for Assessment	This is graded as Satisfactory as the Force is increasing the impact it is having on Fraud committed within the City with a rise in victim compensation for this quarter.												
NUMBER OF FRAUD CRIMES REPORTED BY CITY BASED VICTIMS TO ACTION FRAUD													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
City based victim reports 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							252
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							
Value of cash seizure first applications POCA	£22,750	£1,350	£521,600	£0	£316,600	£12,165							
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							
Value of cash forfeiture orders POCA	£0	£0	£0	£23,380	£0	£0							
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							
Value of confiscation - benefit figure	£13,755,543	£0	£2,504,259	£521,770.85	£34,084.89	£401,510							
Value of confiscation - available amount	£2,027,562	£0	£2,504,259	£21,074.45	£34,084.89	£209,924							
Number of victims receiving compensation	273	0	1	3	1	2							
Value of victim compensation	£2,016,863	£0	£1,796,840.16	£21,074.45	£34,084.89	£89,500							

ANALYSIS

Note: ECD Victim Satisfaction data has been removed from this report as the survey is no longer being carried out separately. ECD victims of crime will now be surveyed as part of the wider victims satisfaction survey. Future reports on measure 10 will provide analysis including ECD victims.

Action Fraud Reports

During July **50** fraud crime reports were made by City of London based victims; **12** more than the previous month and **1** less than the previous year. The total number of crimes reported over the first four months of 2018/19 is **160**, down on the previous year from **176**.

During August **41** fraud crime reports were made by City of London based victims; **9** less than the previous month and **18** less than the previous year. The total number of crimes reported over the first five months of 2018/19 is **201**, down on the previous year from **235**.

During September **51** fraud crime reports were made by City of London based victims; **10** more than the previous month and **4** less than the previous year. The total number of crimes reported over the first six months of 2018/19 is **252**, down on the previous year of **290 by 38**.

A breakdown of the crimes by fraud type for July showed that consistently the most commonly reported crime type is NFIB90 – None of the above with **26** reports. This crime type is often made up of the misreporting of the following codes: NFIB5A - Cheque, Plastic Card online bank accounts, NFIB3G – Retail Fraud and NFIB3A – Online shopping and auctions, all of which are also often the top reported categories. The range of fraud types is particularly broad this month compared to previous months. This trend continued in August and September, although August saw a rise in reporting of Online Shopping and Auctions category to 6 crimes, this trend was not continued into September.

Operations Update

Op Altair: New case from duty squad. Suspects unknown within a restaurant chain resurrected old invoice payees, changed account details and ensured they were paid into 6 mule accounts. Enquiries reveal 10 suspects including mules and those collecting cash. Warrants obtained and were executed at the beginning of August.

Op Vanburgh: Large scale trading fraud with warrants executed in 2015. Charging advice against 12 suspects anticipated shortly. However following consultation with CPS and counsel it is recognized that a full review of 125 hours of documentary footage is required for CPIA compliance. Further requirement to review 98,000 digital items that were not reviewed initially.

Op Salute: Fraud Investigation Unit have identified SPOCs to engage with key personnel and money laundering reporting officers to encourage the lawful exchange of information and intelligence and horizon scanning to aid protection of the financial sector, focusing on oversea and smaller financial institutions.

Hajj Fraud: Support provided to pilgrims within Muslim community. Working with Birmingham City Trading Standards, civil aviation authority and community facilitators such as Council of British Hajjs UK to draw up a media campaign providing prevention advice and to increase national reporting.

Op Curry – There have been several recent instances where recovery rooms have made contact with victims, some of whom are vulnerable. Officers across the team are due to attend their home addresses over the course of the next few weeks, not only to obtain evidence of the alleged fraud but to also provide target-hardening advice and to identify/assess any vulnerabilities and refer to partner agencies as appropriate.

Measure 5	Vulnerable Persons	Assessment	SATISFACTORY		
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to protect vulnerable people within the City and ensure the Force is providing an adequate response to improve public safety.				
Reason for Assessment	Assessment provided by plan owner as part of TT&CG submission.				
VULNERABILITY STATS					
Strand		July 2018	August 2018	September 2018	Latest trend
Adults at Risk		14	20	28	↑
Child Protection, Child Sexual Exploitation and Abuse & Missing Children	Child abuse	0	2	2	→
	CSE	2	2	2	→
Domestic Abuse		12	12	9	↓
Harmful Practices	FGM	0	0	0	→
	Forced marriage	0	0	0	→
	HBV	0	0	0	→
Hate Crime		16	5	14	↑
Managing Violent Offenders		8	8	8	→
Mental Health & Suicides	Suicides	1	0	1	↑
	Attempted suicides	7	11	6	↓
Modern Slavery & Human trafficking		1	1	5	→
Prevent		1	2	1	↓
Rape and Other Sexual Offences		8	10	12	↑
Stalking & Harassment		12	13	14	↑

ANALYSIS

Force Definition of Vulnerability (College of Policing April 2017), **A person is vulnerable if, as a result of their situation or circumstances they are unable to take care or protect themselves or others from harm or exploitation.** The strands of vulnerability have recently been reviewed and consolidated in order to reduce the number and bring them more in line with those of the College of Policing. It is important to highlight, the figures may be subject to further changes due to ongoing issues with vulnerability flags on NICHE, which are being investigated.

Adults at Risk

Indicator	July 2018	August 2018	September 2018
Adult PPNs	14	20	28
		↑	↑

- A 40% increase has been seen between July and August 2018, however the figures for more months are required to ascertain the expected “usual” level. Our Public Protection Unit has not identified any reason that could cause this trend, PPNs are only issued when people come to notice and the small numbers within Force are responsible for this large quarterly increase. However, this will be monitored to identify if this is a rising trend coming into the festive period.

Domestic Abuse

Indicator	July 2018	August 2018	September 2018
Domestic Abuse Crimes	12	12	9
		→	↓

- The number has decreased by 25% between August and September.
- A Domestic Abuse Campaign aimed at employers and City workers was launched on 13th August with a toolkit and victim video circulated to City businesses.

Child Protection, Child Sexual Exploitation and Abuse & Missing Children

Indicator	July 2018	August 2018	September 2018
Child Abuse	0	2	2
		↑	→
CSE	2	2	2
		→	→

- Child abuse has been measured here through the number of incidents that were not transferred/cancelled which were deemed to involve a child at risk of abuse (with or without sexual exploitation): emotional, physical, sexual or through neglect or indecent images.
- The above CSE figures are based upon the number of crimes that have not been cancelled/ transferred which involved CSE or non-crime incidents wherein a CSE referral was made.
- Generally high levels of CSE and child abuse are not seen in the City, which is likely to be in part due to the low number of City residents, however preventative work is regularly carried out to ensure that it does not become a problem.

Hate Crime

Indicator	July 2018	August 2018	September 2018
Hate Crime	16	5	14
		↓	↑

- This has been measured through the number of crimes that have not been cancelled/transferred which are marked as having been hate-related.
- There has been a 180% increase in offences between August and September, however the number of offences seen in August appears very low which may have been an anomaly.
- None of the three months have seen any hate crimes related to transgender or disability.
- A number of hate crime incidents related to were low level public order/hate incidents where there was verbal racial abuse. Two of the public order incidents related to Islamophobic comments and one was recorded as a racially aggravated assault. No discernible reason for the increase or pattern has been identified.
- A Hate crime awareness week was organised in October.

Managing Violent Offenders

Indicator	July 2018	August 2018	September 2018
MAPPA nominals	8	8	8
		→	→

- The number who are monitored by Public Protection Unit/Force Intelligence Bureau has remained static, however one fewer was actually managed by the City in September (3↓2).
- Four are confirmed as being high risk, with the risk level of one being yet to be confirmed.

Prevent

Indicator	July 2018	August 2018	September 2018
Prevent	1	2	1
		↑	↓

- The Prevent team have provided the above figures as the number of referrals that they received in each month.
- This decrease is not unusual as the number generally fluctuates between 0 to 3 referrals in a month.

Mental Health & Suicides

Indicator	July 2018	August 2018	September 2018
Suicides	1	0	1
		↓	↑
Attempted Suicides	7	11	6
		↑	↓

- The number of attempted suicides decreased by 45%, but there was one more actual suicide in July and September.
- Two repeat individuals have been identified and are being monitored by the Force.
- Bridges remain the hot spot locations for attempted suicides.

Rape and Other Sexual Offences

Indicator	July 2018	August 2018	September 2018
Sexual	8	10	12
Offences		↑	↑

- These figures indicate the number of crimes that have not currently been cancelled/transferred which were sexual offences (including rape).
- There has been a 20% increase between August and September, equating to two crimes.
- The number of reported rapes remained the same, while there were two more “other sexual offences” in September than in August.

Modern Slavery & Human Trafficking

Indicator	July 2018	August 2018	September 2018
MSHT	1	1	5
		→	↑

- This area has been measured by the number of incidents that have been marked as MSHT and have not been cancelled/transferred.
- The number has increased by four, but remains fairly low – the five incidents all relate to two potential brothels.
- Work continues to tackle potential Human Trafficking/Modern Slavery in the City involving a number of operational strategies which are at a sensitive stage.
- Additionally, CoLP officers attended Modern Slavery specialist investigator courses in July and more organised in October to further hence investigator capabilities.
- An emerging trend with the potential to skew MSHT figures is the use of MSHT as a defence by suspects. Work is done to understand this further.
- Op Luscombe has continued through community policing and partner agencies to tackle rough sleeping and associated vulnerabilities.

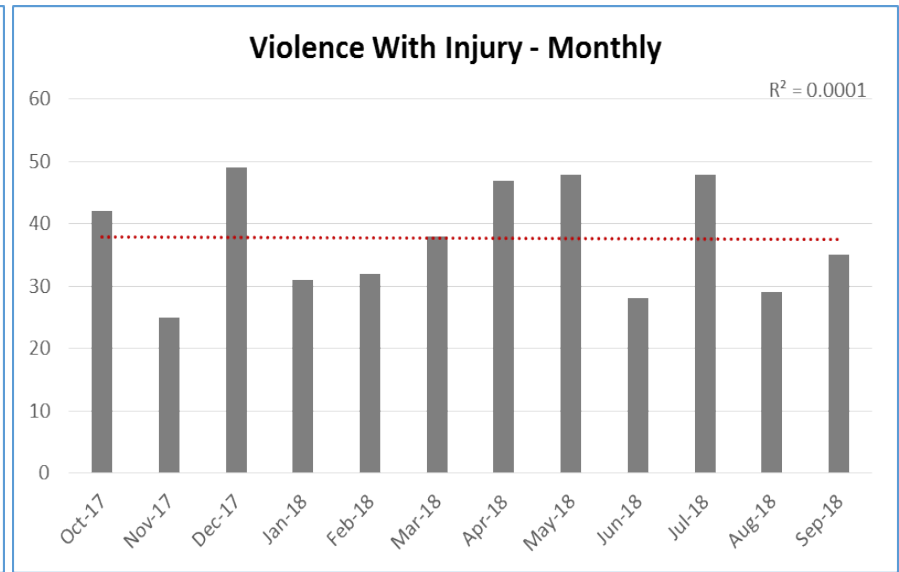
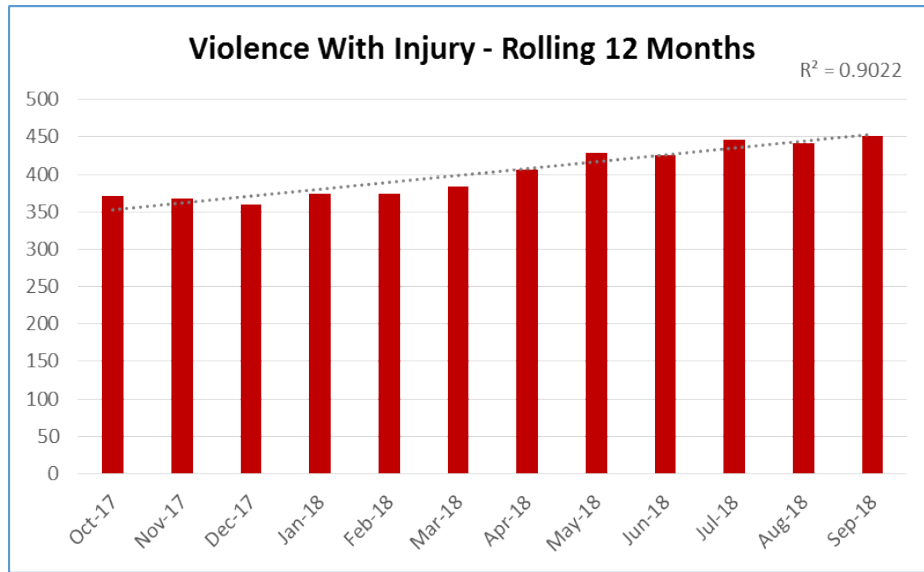
Stalking & Harassment

Indicator	July 2018	August 2018	September 2018
Stalking &	12	13	14
Harassment		↑	↑

- The above numbers have been established as crimes which related to this area and have not been cancelled/transferred.
- There has been an increase of 8% (1 crime).
- One crime of stalking occurred in September.
- The number of offences flagged as being domestic-related decreased from four to one.

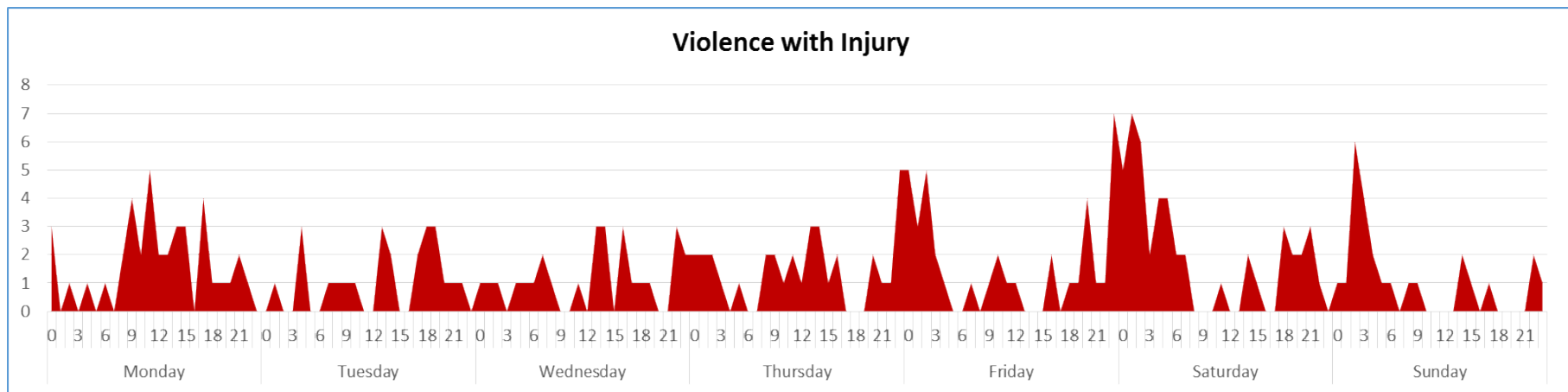
Measure 6	Victim Based Violent Crime	Assessment	CLOSE MONITORING											
AIM/RATIONALE	The aim is to provide the Force will sufficiently detailed information (intelligence and statistics) to allow it to manage its response to violent crime efficiently and effectively. Victim based violent crime is one of two categories of crime (the other being acquisitive crime) that constitutes the greatest volume of crime.													
Reason for Assessment	Assessment provided by plan owner as part of TT&CG submission.													
VICTIM BASED VIOLENT CRIME														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Trend
2016-17 (Month)	78	73	78	73	84	73	90	72	117	48	65	71	922	↑
2017-18 (Month)	76	71	89	71	94	90	100	67	96	95	92	112	1053	↑
2018-19 (Month)	108	112	102	117	102	101							642	↑

ANALYSIS



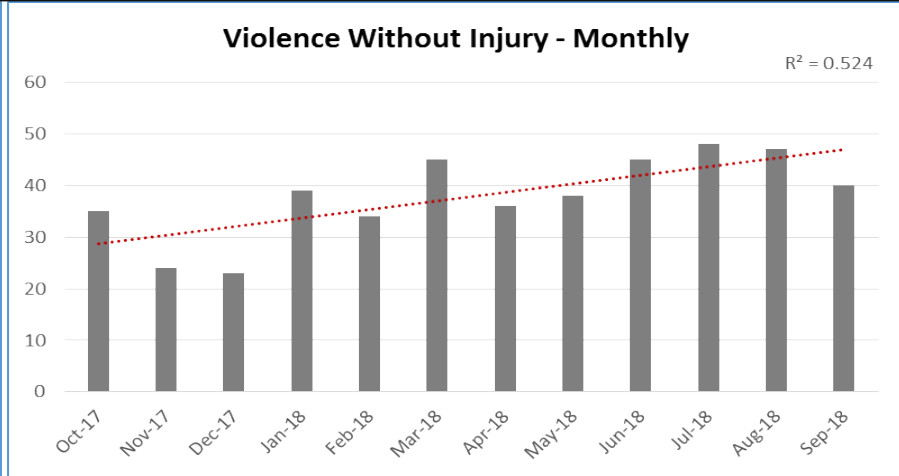
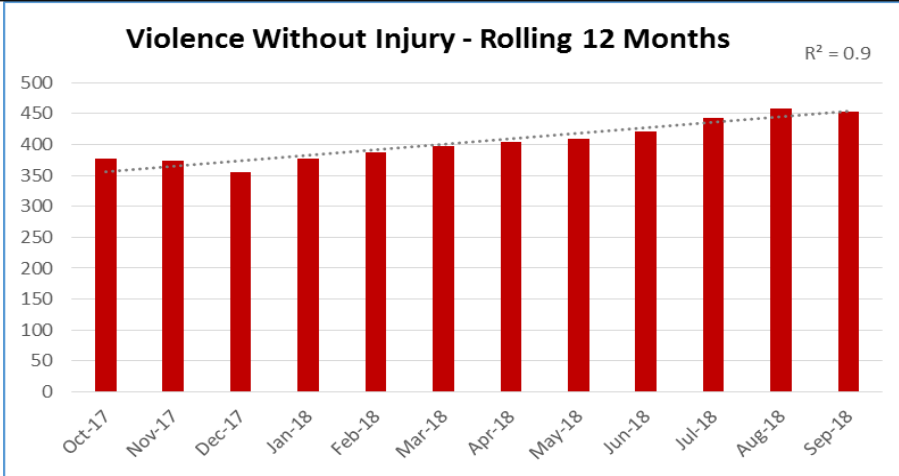
The Violence with Injury rolling 12 month graph demonstrates a strong increasing trend and this is not reflected in the monthly totals graph because levels have been so variable over the last 12 months. The monthly graph shows that from January to May there was a strong increasing trend which, apart from a spike in July, has started to reduce. This is not currently demonstrated in the Rolling 12 month graph but if levels remain low for the next couple of months this should be reflected in the rolling 12 month graph and start to reduce such strong increasing trend.

The percentage for both sanctioned detections and positive outcomes is slightly higher than the percentage for all crime. There is not much difference between the two as this type of crime is more likely to result in a more serious outcome.



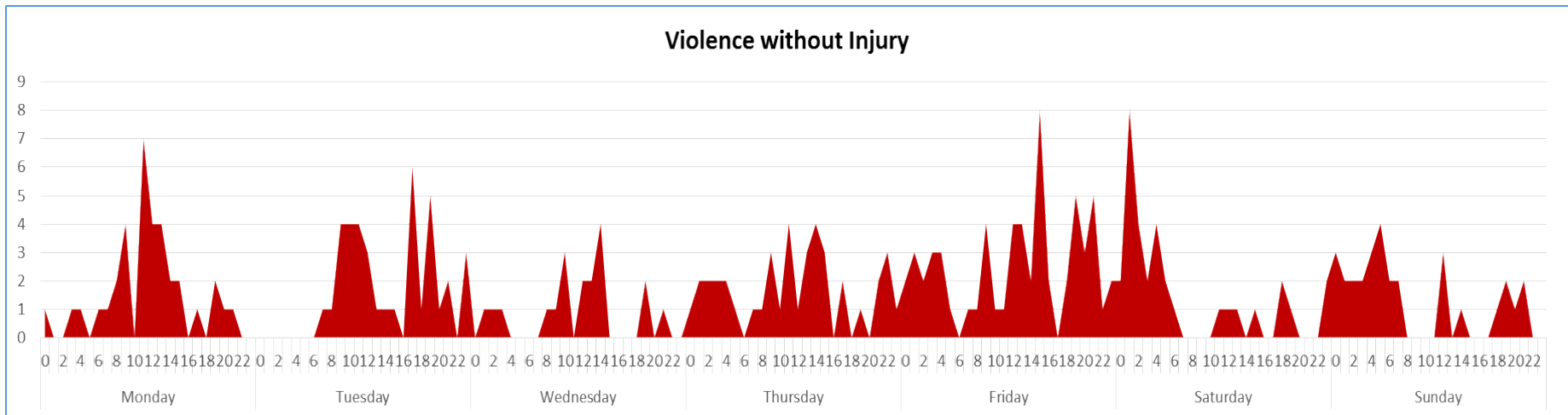
The graph above demonstrates the times and days when violence with injury occurs. The most common day is a Saturday, particularly in the morning from 00:00 to 06:00, this is closely followed by the preceding period on Friday evening (21:00-00:00). This suggests Friday evening/early hours of Saturday are the most common times for violence with injury crimes. This has a strong association with the closing times of licenced premises in the City and people partaking in the Night Time Economy on a Friday. The second most frequent time is on a Friday morning 00:00- 03:00 with a slight build up from Thursday evening which can be attributed to similar reasons.

Out of the 452 violent offences in the current rolling 12 months the majority of these offences (363) were given the stats classification of 'Assault - S47 - assault occasioning actual bodily harm'. These were mostly linked to licenced premises, either occurring inside the venue or on the street outside. Generally, suspects and victims are unknown to each other and these are often random acts of violence. There is a trend around staff and customers (taxi drivers and customers, staff and customers- suggesting there could be links to public order and shoplifting).



There has also been a strong increasing trend for 'Violence without Injury' which is demonstrated in both the rolling 12 month graph as well as the monthly totals graph. When looking at the 454 violence without injury crimes for the current rolling 12 months 392 are classified as 'Assault- S39- Common Assault'.

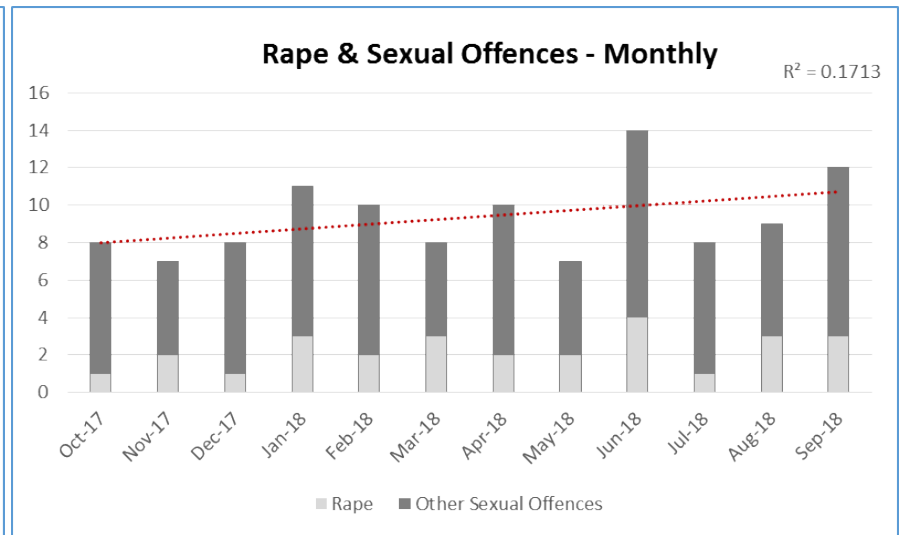
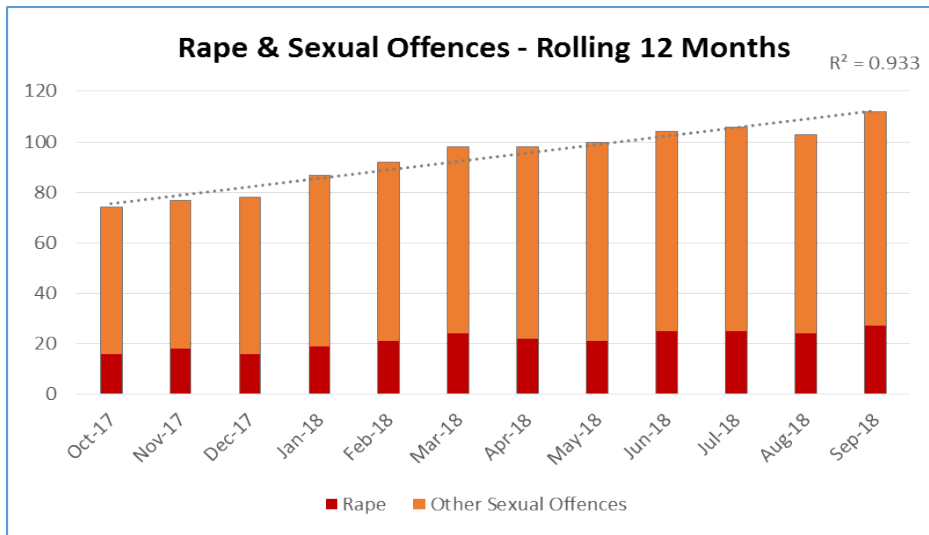
There is a noticeably higher rate of positive outcomes than sanctioned detections suggesting that there is a tendency to deal with less serious violence without injury offences using restorative and reparative outcomes such as community resolution.



The graph above demonstrates that the most frequent day for Violence with Injury to occur is a Friday evening between 12:00 and 00:00 and in the early hours of Saturday morning from 00:00 to 06:00. This is similar to the peak times for violence with injury. There is also a spike between 09:00 and 11:59 on both Monday and Tuesday.

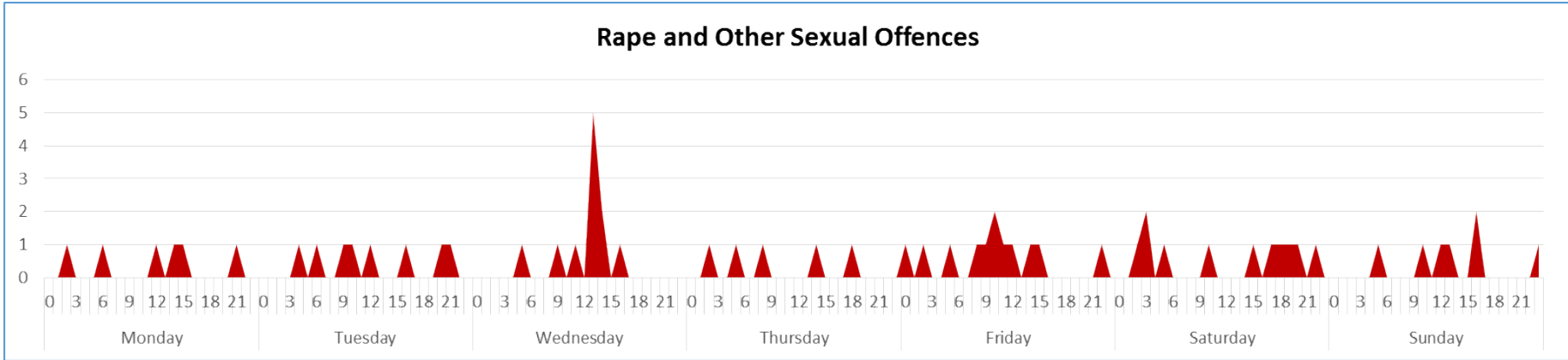
Support group has recently visited Romford to look at how they police their NTE and will utilise any tactics as appropriate. Crime Squad has been conducting numerous patrols based on crime and intelligence information from FIB and they also complete numerous licence premises checks that involve encouraging security presence outside of premises and determining if CCTV is clear enough to assist with enquires if required.

In September crime squad also ran **Operation Sceptre** targeting vehicles suspected of belonging to those involved in violent crime that were travelling through the Square Mile. This was after 300 hits for vehicles suspected of belonging to gang members occurred in the City during the month of August. Vehicle checkpoints were set up where officers were able to pull over suspicious-looking vehicles and vehicles which triggered ANPR cameras to perform searches where they would look at whether the vehicle was insured, whether the occupants were carrying weapons or drugs, or whether the driver was driving under the influence. This resulted in four arrests.



The rolling 12 month graph demonstrates a strong increase in Rape & Sexual Offences which is also demonstrated on a smaller scale when looking at the monthly breakdown graph. Despite a large increase in June there have been reductions in July and August which if remains consistent could start to impact the rolling 12 month graph going forward.

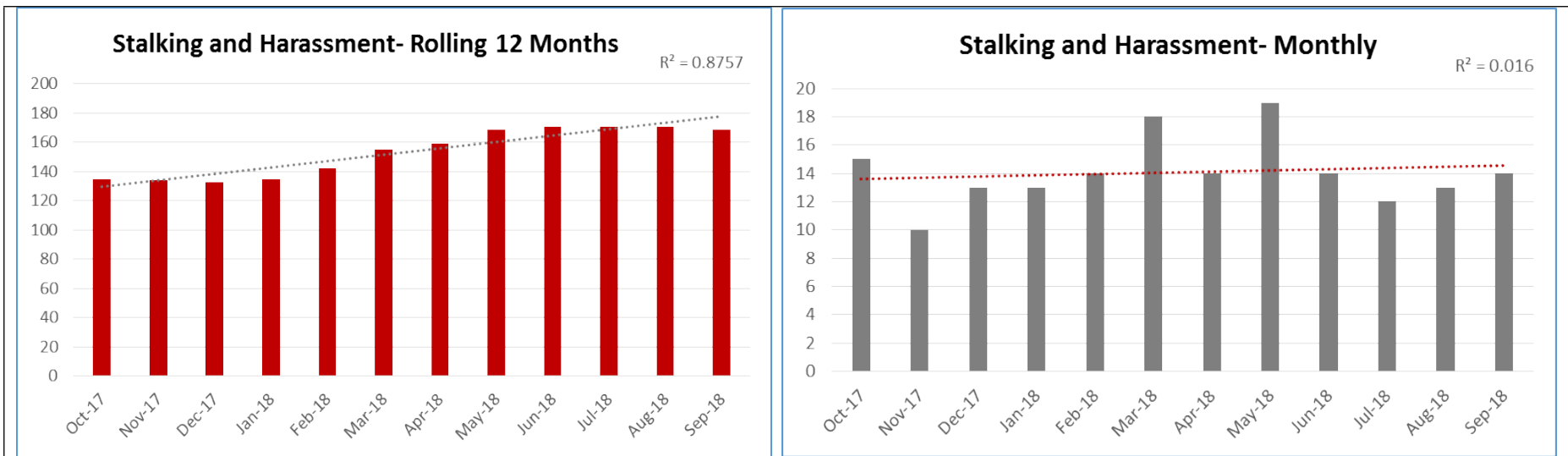
There is a detection rate of 15% for both sanctioned detections and positive outcomes suggesting that there were no lower level outcomes such as community resolutions completed for these offences which is expected due to the seriousness of the crime type.



Rape and sexual offences are difficult to complete any meaningful temporal analysis for due to the small numbers however, the graph above demonstrates that Wednesday is the most common day for both rape and sexual offences crimes to occur and this peaks between 12:00 15:00.

There has been a recent trend around hotels being linked to rapes and issues around consent. PPU has undertaken a number of operations and events where there has been education given around consent issues and raising awareness of this. This has been completed in addition to the promotional work undertaken nationally as part of the #MeToo campaign.

Next quarter PPU and crime will be working on raising awareness of safeguarding in hotels which will involve working to identify risk based scenarios which may arise at 'check in' to assess whether Check in / Reception staff are able to identify signs of vulnerability or exploitation and deal with these appropriately when paying customers are checking in.



The rolling 12 month graph demonstrates a strong increasing trend for stalking and harassment. When this is broken down by month there is no strong directional trend showing. Since June there has been three consistent months where figures are much lower which should start to impact on the rolling 12 month graph (by reducing) in future months. Recording of harassment changed in April 2018 which has impacted on levels (prior to this date, if someone harassed another and then went on to assault them, the assault was recorded but not the harassment; since April both offences must be recorded).

The recording of Malicious Communications is going to change from the 1st November. Currently recording guidelines state that a crime should be recorded by the police force of the location of the victim when they receive the message. This will change from the 1st November to the location of the suspect or suspected location of the suspect when they made the communication. This could result in a decrease for this crime type in the city which would impact stalking and harassment as suspects are less likely to be resident in the city. This will need to be monitored closely to measure the impact of this change.

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	Numerous vacancies and shortage of specialist skill set for Roads Policing.															
QUARTERLY KSI BREAKDOWN 2018/19																
	Q1				Q2				Q3				Q4			
	FATAL	SER	SLIGHT	TOTAL	FATAL	SER	SLIGHT	TOTAL	FATAL	SER	SLIGHT	TOTAL	FATAL	SER	SLIGHT	TOTAL
PEDESTRIANS	0	15	14	29	0	2	14	16	-	-	-	-	-	-	-	-
PEDAL CYCLES	0	15	23	38	0	7	23	30	-	-	-	-	-	-	-	-
POWERED 2 WHEEL	1	4	25	30	0	2	12	14	-	-	-	-	-	-	-	-
CAR OR TAXI	0	2	14	16	0	0	5	5	-	-	-	-	-	-	-	-
P.S.V.	0	1	1	2	0	0	2	2	-	-	-	-	-	-	-	-
GOODS	0	0	0	0	0	0	1	1	-	-	-	-	-	-	-	-
OTHER	0	0	0	0	0	0	1	1	-	-	-	-	-	-	-	-
Total Casualties	1	37	77	115	0	11	58	69	-	-	-	-	-	-	-	-
PI Collisions	1	37	63	100	0	11	47	58	-	-	-	-	-	-	-	-
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			128					
Speeding in the 20mph zone	TOR	54	10	35	18	117	16	44			60					
TOTAL		115	138	103	115	471	82	106			188					
Number of vehicles seized from ANPR only		27	33	32	26	118	31	35			66					
Total number of vehicles seized from ANPR / No Ins or No DL or both		18	83	84	66	251	119	145			264					
Number of pre planned enforcement and/or education operations targeting Large Goods Vehicle within City of London		33	38	36	45	152	34	33			67					
Number of LGV's stopped		335	353	388	412	1488	294	194			488					
Number of LGV's stopped with offences		211	237	230	241	919	200	114			314					
Number of offences		534	595	494	465	2088	455	270			725					

ANALYSIS

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						

What are the issues policing the roads?

In the past few years, cycling has increased exponentially and changes to the City layout has changed the dynamic of key areas. The change to Bank junction for instance, has had a positive impact on reducing collisions involving motor vehicles and cyclists/ pedestrians. But generally there has been an increase in cyclist vs pedestrian collisions, including at Bank Junction. This is owing to a number of factors that include the fact cyclists can now move faster through the junction as there are fewer motor vehicles, cycles tend to be quieter so are not heard approaching by the pedestrians, some pedestrians are distracted due to looking at mobile phones as they cross and some cyclists wear head phones so cannot hear what is going on around them.

Education and engagement of key users of our roads – awareness for pedestrians/cyclists/mopeds would benefit from a more joined up approach across London and current activity disproportionately focuses on vehicle users rather than all road other road users.

What is being done about the issues?

Closer working with CoL and TfL will provide a more co-ordinated response and we have various initiatives to strengthen ties and working methods. This includes working with the Road Danger Reduction Partnership and other agencies such as VOSA/ DVLA so that problems and solutions are shared.

What impact are we having on policing the roads?

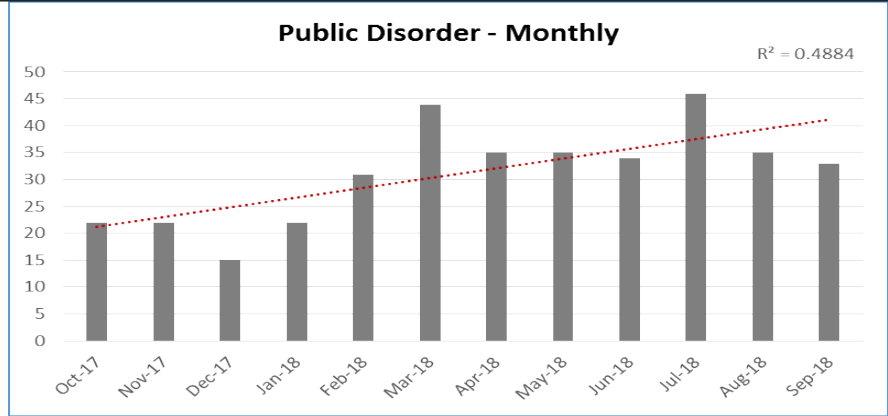
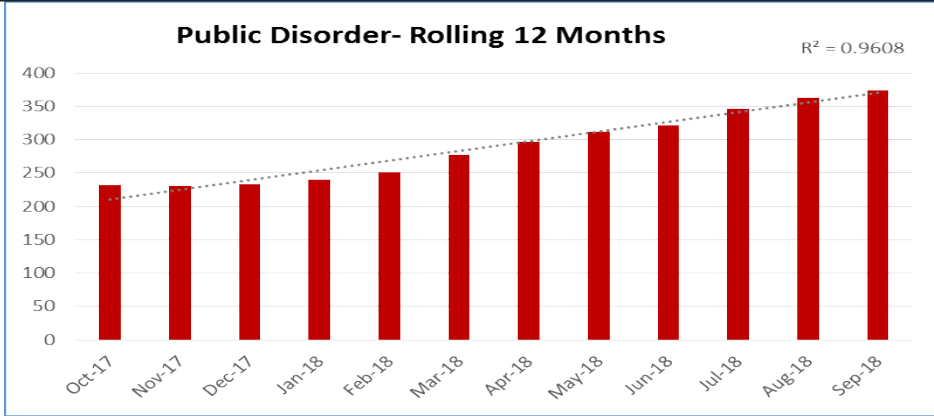
There has been only one fatal incident in 2018-19 (in Q1) and none in Q2. Cycles vs pedestrian collisions have increased but this is being addressed through close partnership working.

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	Assessment provided by plan owner as part of TT&CG submission.		

PRE-PLANNED EVENT UPDATE													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Pre-planned Events	47	57	62	54	60	45							325
Events requiring police presence	53	61	64	51	56	40							325
Events requiring 5 officers or more	21	23	63	51	53	41							252

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				

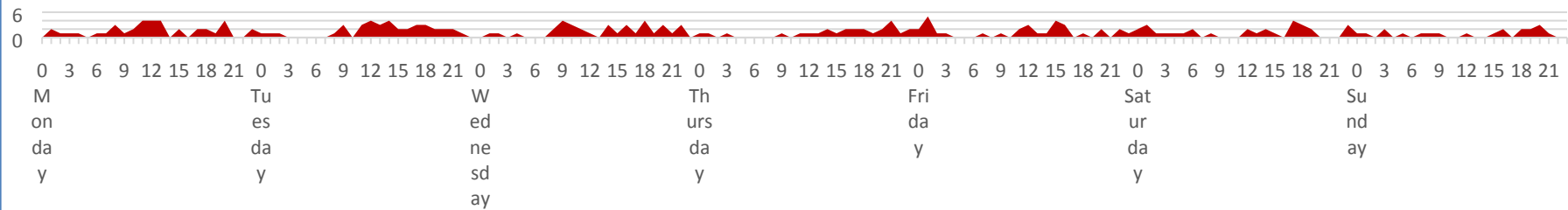
ANALYSIS



The rolling 12 month graph demonstrates a strong increasing trend for public disorder which is also demonstrated in the monthly breakdown graph. The last two months has seen decreases after a spike in July. If there had not been such a large spike in July the decrease seen since March would have likely started to impact positively on the rolling 12 month graph.

Repeat locations for crime related to the NTE are Bishopsgate (Street), Bishopsgate Police Station and a number of venues around Liverpool Street.

Public Disorder



The most common days for public disorder is a Monday and Tuesday on between 12.00 and 14.59 it is not clear why this is and further analysis will be completed on this. There is also a spike on a Wednesday between 09.00 and 11.59. A common theme is a Thursday evening from 21.00 and 02.59 related to the NTE and on a Friday at 15.00 and 17.59 perhaps when people are leaving work and heading to the NTE.

Trends for public order indicate that there is an increase in this nationally and generally although there are references to improved crime recording there is also a suggestion of a genuine increase. Generally public order crimes are similar to the trends of Violent crimes.

July Events

Pre-planned events: 54
 Events requiring police presence: 51
 Events requiring 5 or more officers: 51
 Events requiring 20 or more: 0

August Events

Pre-planned events: 60
 Events requiring police presence: 56
 Events requiring 5 or more officers: 53
 Events requiring 20 or more: 4

September Events

Pre-planned events: 45
 Events requiring police presence: 40
 Events requiring 5 or more officers: 41
 Events requiring 20 or more: 0

CBRN Equipment-

Officers attended a call to reports of a suspicious package where the package was believed to contain a potentially hazardous powder. This led to the building in question being locked down and specialist units within the Met Police were requested to assist in identifying the substance. Specialist equipment is currently being explored in order to assess the viability of adding this to CoLPs capability. This would significantly reduce the time officers are deployed at a potentially hazardous site and reduce the impact upon the staff and cost to the businesses involved.

Protests

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

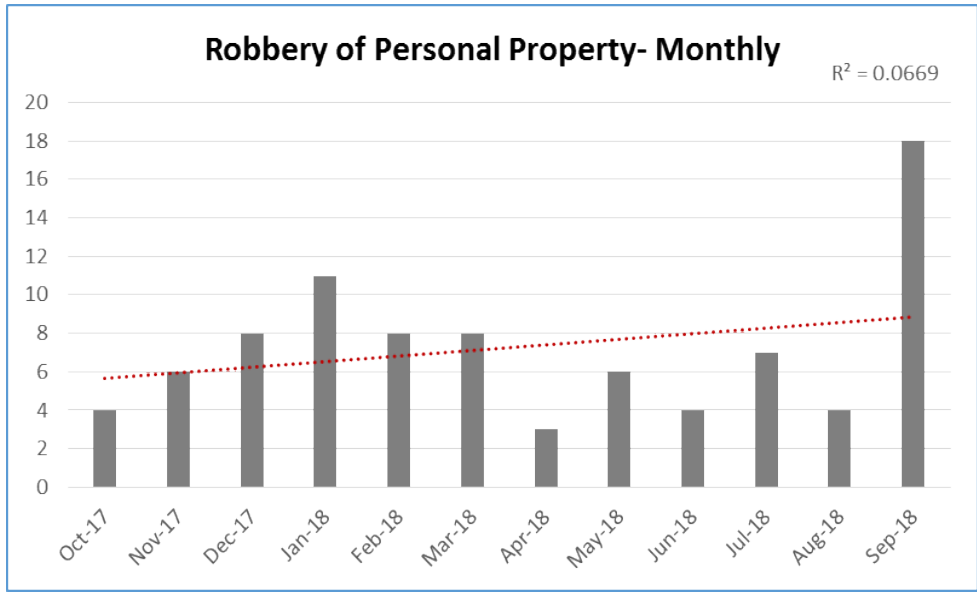
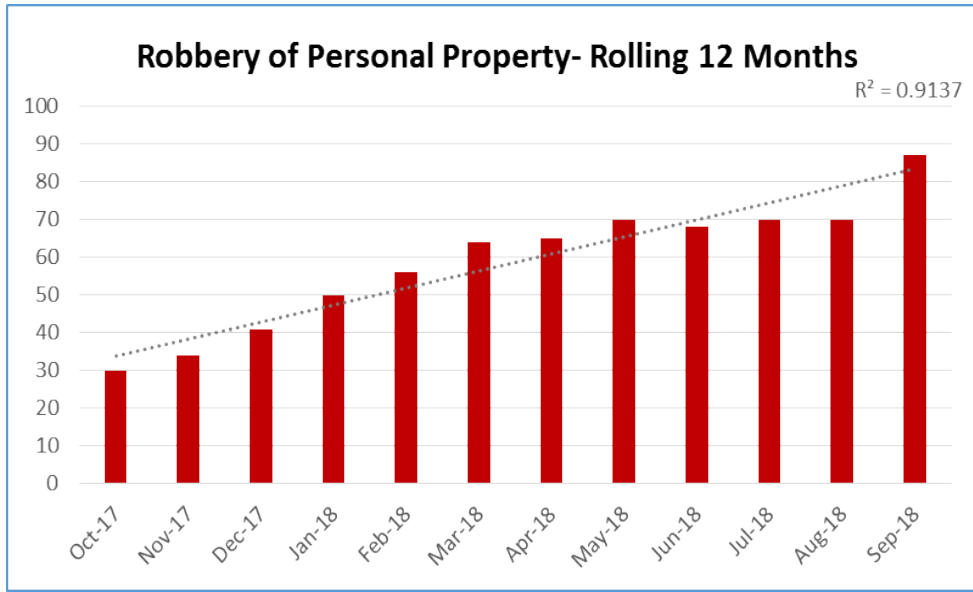
Protests Within City													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
2017-18 Protests	11	18	18	25	24	11	12	15	15	8	13	9	179
2018-19 Protests	5	11	16	13	9	22							76
Trend	↓	↓	↓	↓	↓	↑							↓

Within 2016/17 there were a total of 185 protests recorded within the City, this was compared to 179 recorded last year (2017/18). The majority of the protests last year were recorded as Union and Environmental in nature.

So far this year a total of 76 protests have been recorded. This is a reduction of 31 from the same period last year. The majority of protests have again reduced within the Environmental and Union categories with Environmental being the largest category this year.

Measure 9	Acquisitive Crime	Assessment	CLOSE MONITORING											
AIM/RATIONALE	The aim is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to acquisitive crime efficiently and effectively. Victim based acquisitive crime represents the Force's largest volume crime area.													
Reason for Assessment	Assessment provided by plan owner as part of TT&CG submission.													
ACQUISITIVE CRIME														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Trend
2016-17 (Month)	276	257	286	290	316	318	279	312	290	241	298	382	3545	↑
2017-18 (Month)	282	321	292	259	319	261	328	346	348	376	325	342	3799	↑
2018-19 (Month)	331	318	358	409	381	365							2162	↑

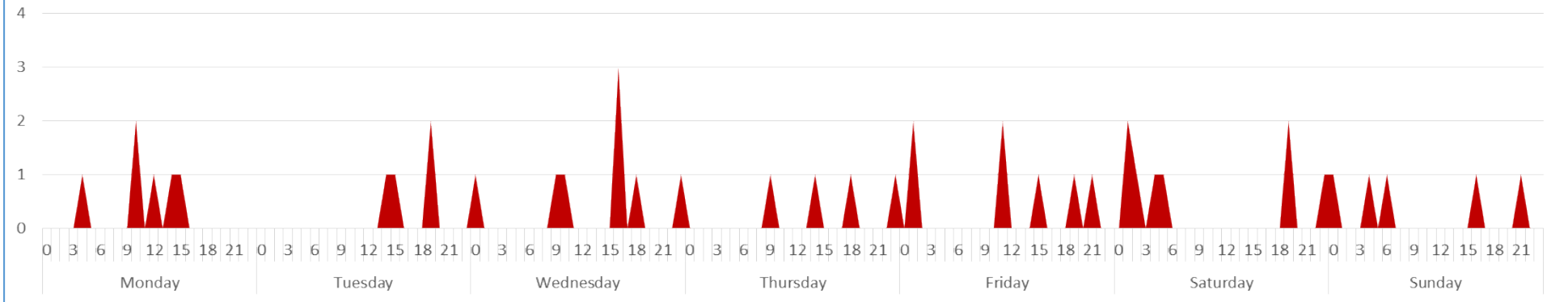
ANALYSIS



The rolling 12 months graph demonstrates a strong increasing trend for robbery of personal property this is also seen in the monthly breakdown graph due to the large increase experienced in September. Had there not been this spike in September it is likely that the strong increasing trend demonstrated in the rolling 12 months would not be so strong and would start to reduce.

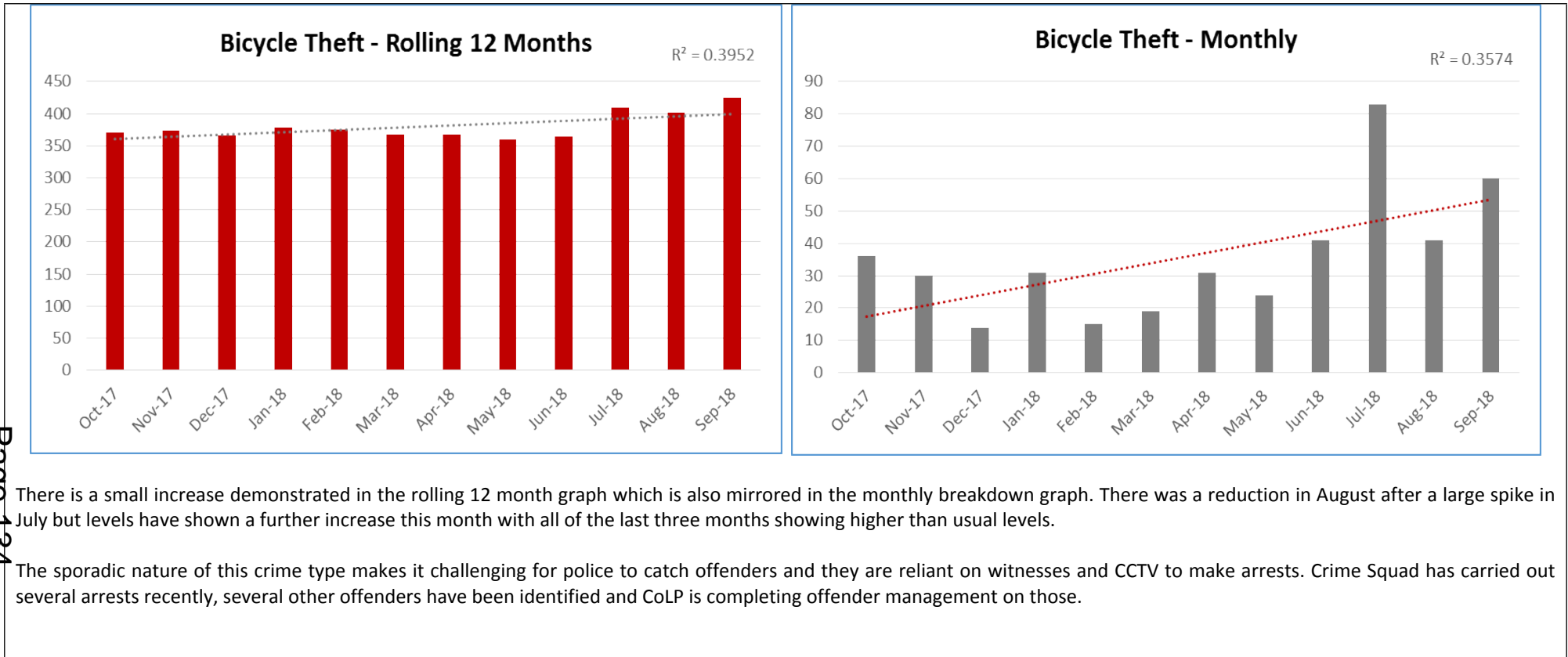
There is a lower detection rate for robbery as the victim is not always immediately aware of an offence having taken place and offenders are often not known to the victim. Due to the serious nature of the crime positive outcomes are the same as sanctioned detections.

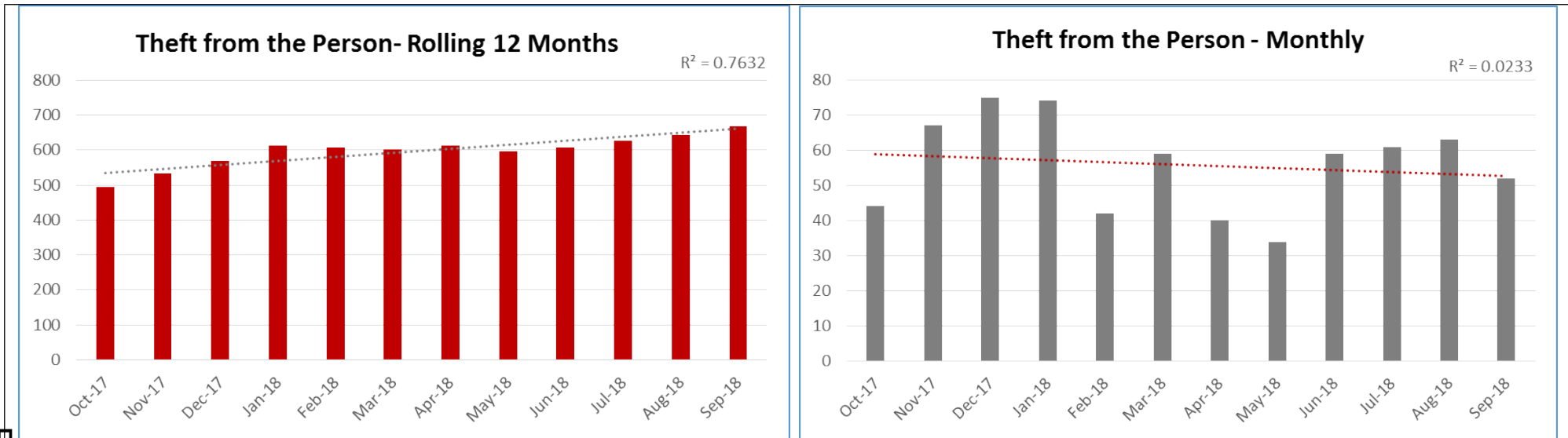
Robbery Of Personal Property



It is more challenging to complete temporal analysis on Personal Robbery due to the small volumes of crimes. However, Wednesday between 15:00 and 18:00 and the early hours of the morning (00:00-03:00) tend to be the most common times.

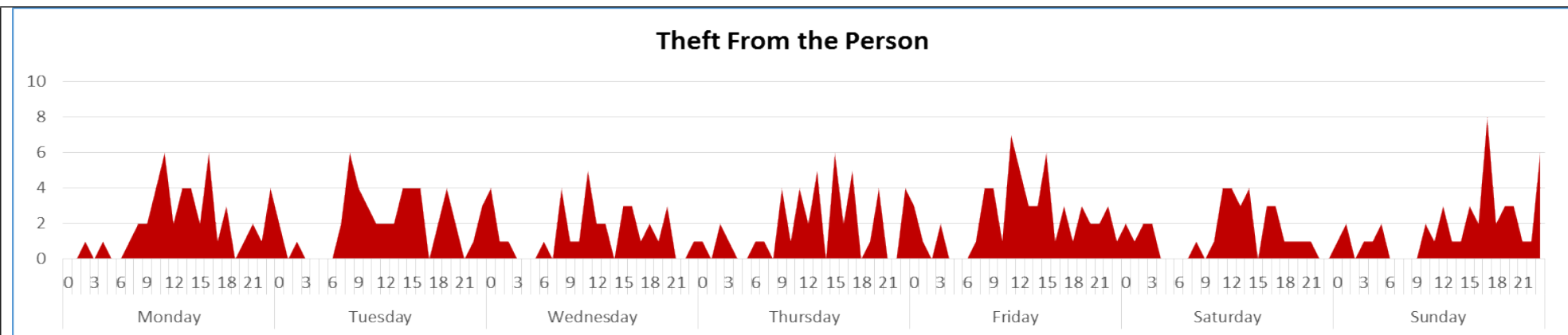
This month there has been an increase in Cash Point Traps where offenders are targeting victims taking money out of cash points. There has also been an emerging trend where offenders are targeting victims with expensive watches (Rolex) and taking this from their wrists. This has also been demonstrated within theft from the person and is a new MO that requires the offender to know that the victim is wearing an expensive watch and then specifically targeting them. This indicates a level of reconnaissance and fore planning and is something to be monitored going forward.





The rolling 12 month graph demonstrates an increasing trend for theft from the person however when looking at the monthly breakdown this is showing a slight reduction compared to the beginning of the 12 month period. This should start to be seen in the rolling 12 month graph in the next couple of months.

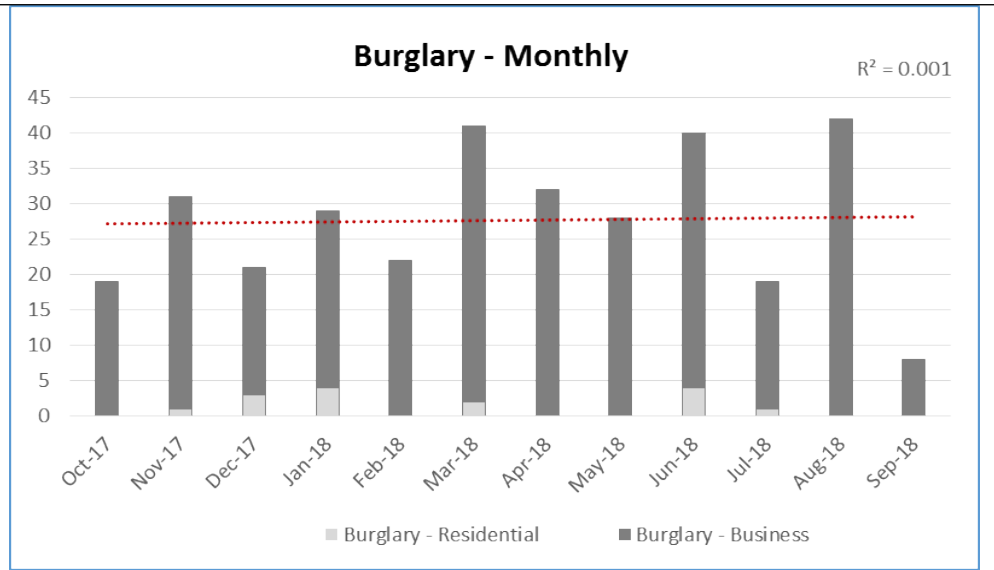
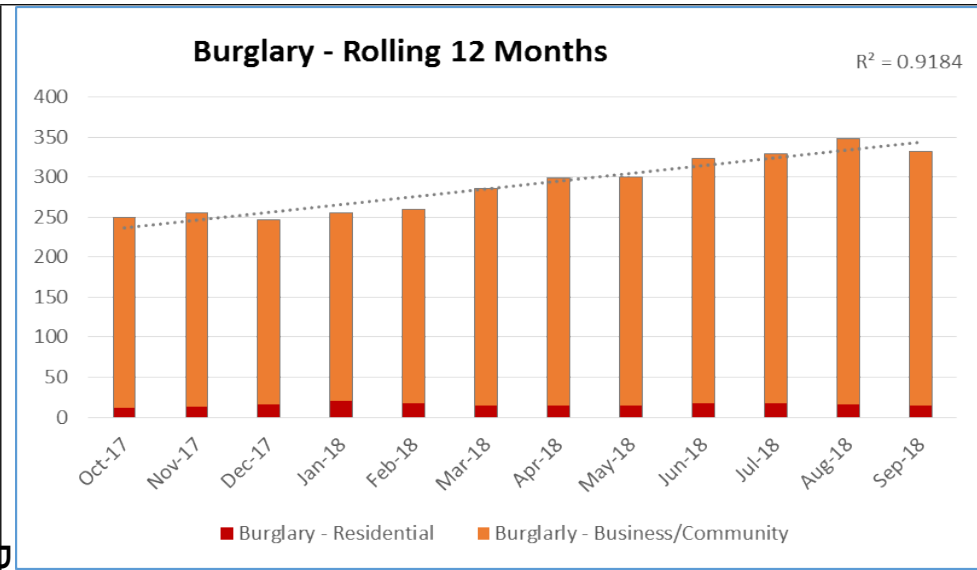
There are a mixture of crimes that fall in this category and generally some of the same trends as robbery are shown here (such as a new trend around watches being taken from victims wrists). There is a very low detection rate for theft from the person most likely due to the nature of the crime. It is sporadic and often victims can't identify the offender or be sure of where the theft occurred making this a hard crime type to get a good detection rate or get a judicial outcome.



The graph above demonstrates that there is no real consistency in terms of times and days for when theft from the person occurs. The most common day is Friday from 09:00 to 18:00. This correlates with times when large crowds can be found in the City made up of working and visiting populations alongside residents.

Generally offenders of this crime type are opportunistic and take advantage of persons leaving items unattended for long periods of time, however one particular hotel suffered a number of pick-pocketing offences over the course of one evening. The crime reports indicate that a female bumped into several guests at the bar (a common MO either in the street or a licenced premises) however her identity is unknown and no further witnesses or leads identified.

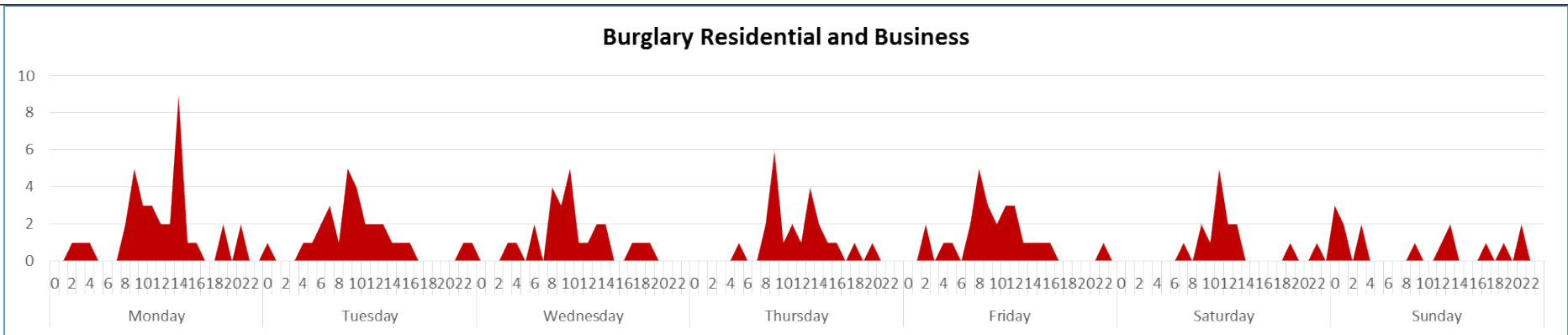
There has been a number of crime prevention events recently such as a presentation each month to the City of London Crime Prevention Association. This is to raise awareness of steps individuals can take to better look after their belongings and crime prevention tips to avoid becoming a victim of this crime type. This will be increased over the Christmas period when crimes of this nature are predicted to increase.



The rolling 12 month figures demonstrate a strong increasing trend for Burglary Business/ Community which is not reflected in the monthly breakdown graph.

There has been a large reduction in Burglary Business/ Community this month after a spike in August. There have been no residential burglaries in the last two months. Burglaries have been predicted to reduce around September time which is consistent with current trends.

The detection rates are good for Burglary with 15% for both sanctioned detections and positive outcomes and this is likely to be due to the proactive work being undertaken by the force in this area.

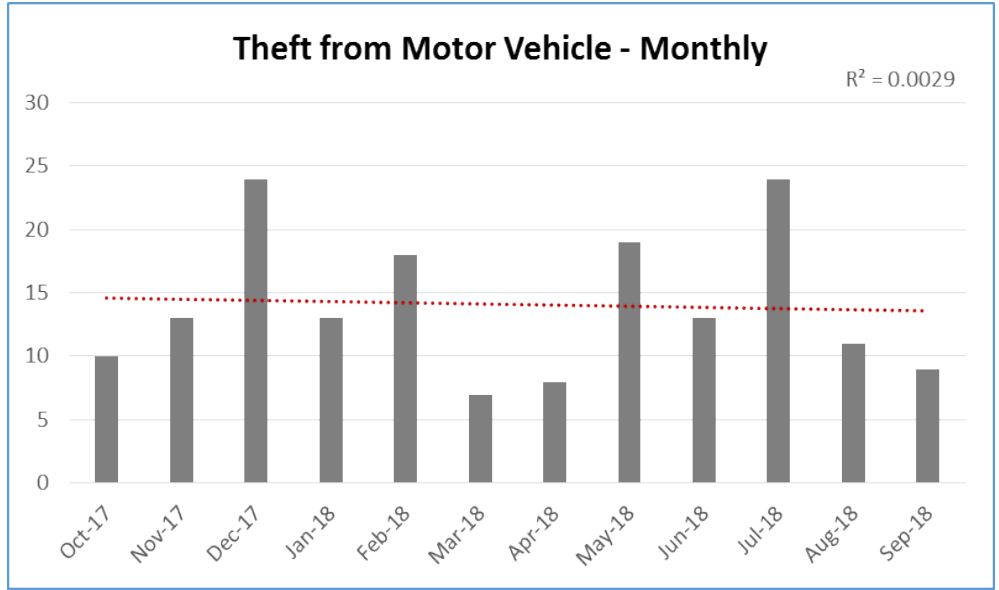
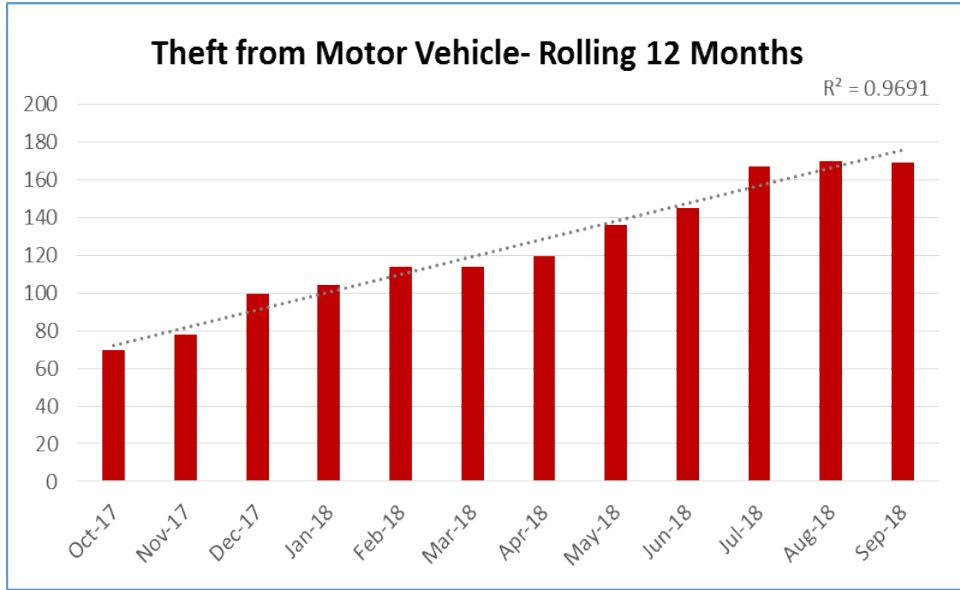


The most common time across each weekday Monday- Friday is 09:00 to 12:00. Mondays experience the highest number of burglaries. The risk of multiple burglaries within a single commercial office remains and the majority of properties targeted in the last month were commercial office buildings.

Recently, the number of burglaries has reduced since the arrest of a particular suspect. The majority of known burglars are currently in prison therefore it is expected that burglary will continue to decrease over the next couple of months.

The burglary squads are working proactively around offender management and this involves ongoing monitoring of when offenders are due out, coming up for release and then actively approaching them to deter them from offending. They are monitored if they come into the City to see if they breach their licence and recently this has resulted in a number of recalls to prison. Work has also been undertaken with surrounding boroughs and probation services for a consistent and joined up approach.

Communities have been completing proactive patrols identifying any properties with weaknesses (such as open windows, scaffolding etc.) and speaking to occupiers to raise awareness of this and then visiting again in the next couple of days to reinforce the message.



There is a strong increasing trend for theft from the motor vehicle when looking at the rolling 12 month graph due to variable levels month on month this is not demonstrated in the monthly breakdown graph. Over the past 12 months there has been a slight reduction which should start to impact on the rolling 12 month graph.

There is a 3% detection rate for theft from the motor vehicle for both sanctioned detections and Positive outcomes. This is quite low and the Motor Vehicle team has taken a similar approach to burglary with pro-active offender management but is not currently experiencing as high a detection rate.

Measure 1: Overall Crime highlighted how the Force plans to tackle shoplifting, Theft from Motor Vehicle and Moped/Pedal Cycle enabled thefts as the main three areas of immediate focus.

Measure 10	Victim Satisfaction	Assessment	REQUIRES ACTION	
AIM/RATIONALE	The aim of this measure is to provide the Force will sufficiently detailed information to manage the quality of its service provision to the victims of crime. Although victim satisfaction surveys are a statutory requirement, they provide an essential indicator of the level of professionalism the Force portrays and provides. The Force includes victims of acquisitive crime, which is not required by the Home Office, as without those victims, the sample size for the City of London would not be statistically valid.			
Reason for Assessment	The Force has scored below 80%.			
VICTIM SATISFACTION				
RESULTS				
	Area of Service	% Very Satisfied 2017/18	% Very Satisfied 2018/19	% difference
	Overall Service received	75.5%	60.6%	-14.9% pts
	Ease of Contact	78.7%	53.8%	-24.9% pts
	<u>Actions Taken</u>	<u>61.5%</u>	<u>46.3%</u>	<u>-15.2% pts</u>
	Follow up	68.8%	47.3%	-21.5% pts
	Treatment	91.8%	73.4%	-18.4% pts
	Area of Service	% Fairly Satisfied 2016/17	% Fairly Satisfied 2017/18	% difference
	Overall Service received	86.4%	74.5%	-11.9% pts
	Ease of Contact	94.7%	83.3%	-11.4% pts
	<u>Actions Taken</u>	<u>76.1%</u>	<u>62.1%</u>	<u>-14.0% pts</u>
	Follow up	79.8%	66.7%	-13.1% pts
	Treatment	93.6%	87.2%	-6.4% pts

Summary

<p><u>Ease of Contact</u></p> <ul style="list-style-type: none"> ▪ Satisfaction levels have dropped ▪ Only theft victims felt active dissatisfaction ▪ Individuals frequently commented that they had been unsure how to contact police 	<p><u>Actions Taken</u></p> <ul style="list-style-type: none"> ▪ Satisfaction levels have dropped ▪ Victims of theft, violence and cycle crime felt dissatisfaction ▪ Explaining the actions taken is likely to have a major effect in this area
<p><u>Follow Up</u></p> <ul style="list-style-type: none"> ▪ Satisfaction levels have dropped ▪ Issues with the VCOP system may play a part in this ▪ Ease of contact was again referenced as an issue in this area 	<p><u>Treatment</u></p> <ul style="list-style-type: none"> ▪ Satisfaction levels have dropped ▪ This area generally performs well in comparison to the others ▪ Common themes include being polite, respectful and calming

The Sample size for this survey is detailed below compared to the same period for last year:

Period	Sample Size	Number of Respondents	Response Rate
2017/18 Q1	711	110	15.5%
2018/19 Q1	516	95	18.4%

The actual number of survey respondents has decreased by 14% in 2018/19 Q1 compared to 2017/18 Q1. Victims who are less satisfied with service may be more likely to respond than those who were satisfied as it is an opportunity to highlight the need for improvement and offer constructive advice. Improving engagement should help to combat this.

Analysis of Survey Comments

Respondents were invited to give comments as to why they had responded with their given overall level of satisfaction, and some examples can be found to the right.

The general sentiment that was conveyed in a number of comments was that victims felt that more could have been done in respect of their cases, but that equally they do understand the police's position and accept that there are often more serious crimes that should be prioritised.

There was also a feeling that more work should be undertaken to tackle the root causes of crime and reduce the overall levels, rather than being so reactive and just improving the way that offences are dealt with after they have occurred.

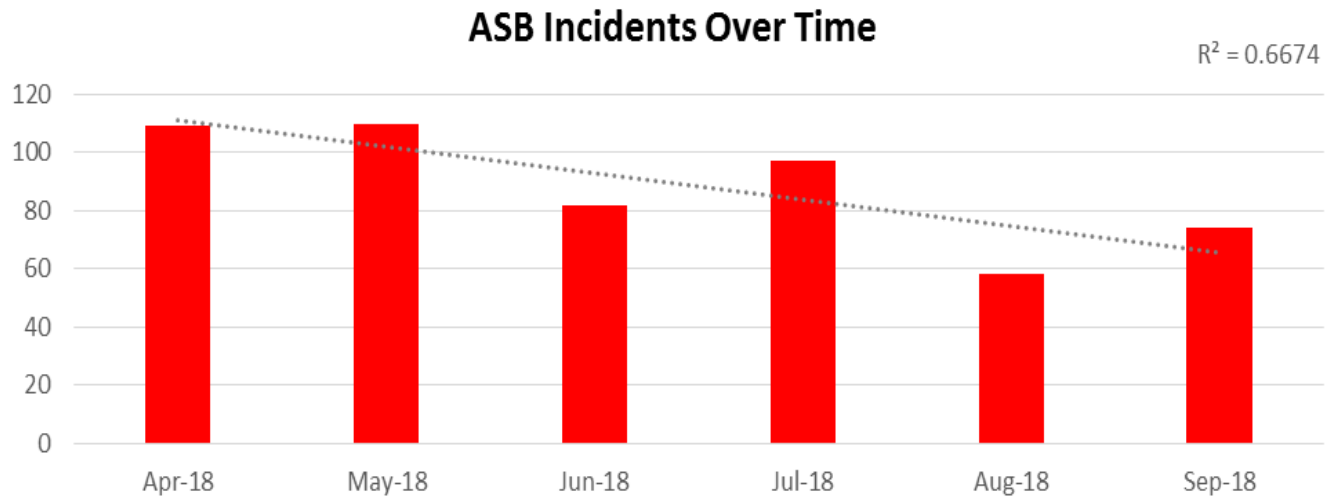
This is clearly something that COLP strive towards as a force and members of the public may not be aware of some work that is undertaken.

Measure 11	Community Satisfaction	Assessment	REPORTED ANNUALLY
AIM/RATIONALE	This measure assesses the public's perception of the Force, based on people who probably have not been a victim of crime but are part of the City of London community, be it in the capacity of resident, worker, or business. It will use a different survey from the Street Survey.		
Reason for Assessment	Survey is undertaken on an annual basis		
COMMUNITY SATISFACTION RESULTS			
End of Quarter Position			
<p>Corporate Communications have undertaken a procurement exercise to identify a company to undertake the street survey on behalf of the Force. This will mean the survey undertaken this year will not rely on on-line returns and seek to engage people in the street as part of the response process. The aim is to increase the number of responses and engage more effectively with our communities.</p> <p>Strategic Development has liaised with the Force Performance Information Unit (PIU) to develop the set of questions to be used within the survey, this aims to build on the questions asked last year and include questions on integrity and fairness. The aim is to cover more issues than just the main concerns of the public.</p>			
October Update			
<p>The procurement process has completed with Corporate Communications appointing ORS to undertake the Force survey. Strategic Development spoke to representatives of this company on 15th October to outline the timescale requirements for the survey and identify any issues with the proposed draft survey questions. The current aim is to have the survey completed with a report presented to the Force for use at the end of November/beginning of December to inform considerations to develop the Policing Plan for 2019/20.</p> <p>The survey questions were approved on the 30th October for use and on the 31st October the Force confirmed the details of the public letter to be used by the survey company to ensure that the public could be assured that the survey was being undertaken by the Force. A central e-mail has been set up for the public to use should they question the survey company, the address is community.survey@cityoflondon.pnn.police.uk.</p> <p>The survey will be conducted on the street with the aim of collecting 500 respondents as well as an online option which Corporate Communications will promote with the Force social media accounts. Previous years have used online only where the number of respondents has been low. The survey commenced week beginning 5th November.</p>			

QUARTERLY ASB OVERVIEW													
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	58	74							530

ANALYSIS

Key Findings



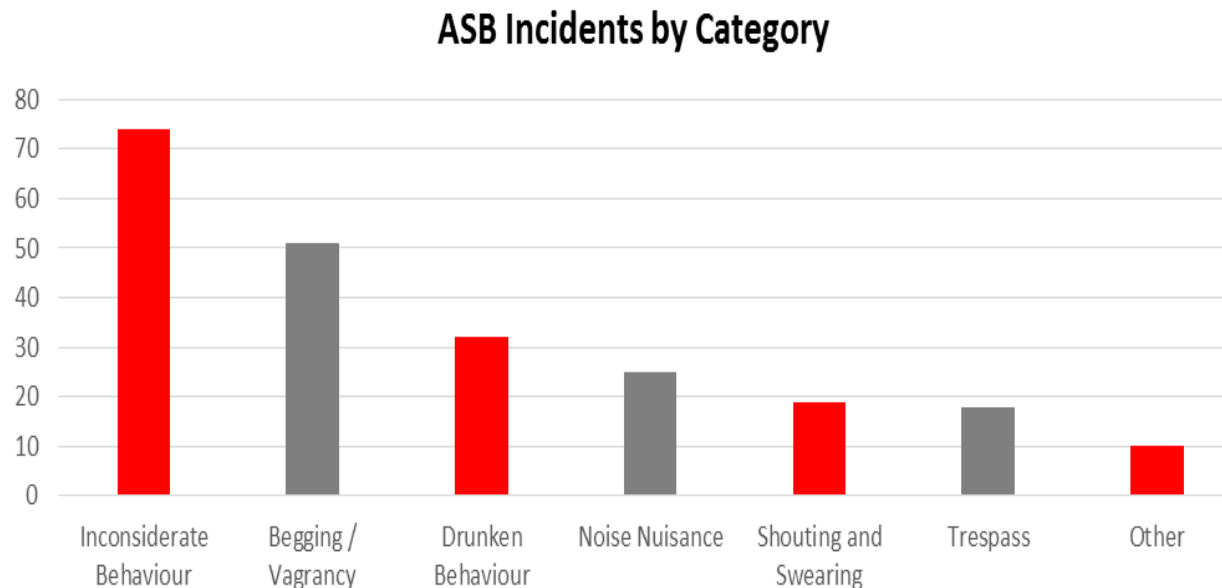
- This quarter incidents have occurred most commonly on Fridays or Saturdays and in the evening hours of 21:00-23:59, this is a move away from the previous quarter where incidents peaked earlier in the evening and began to tail off after 21:00.
- There is a general downward trend to the number of incidents reported, this could continue in the coming months as there is a move to record incidents where police are not the primary investigators on the corporation ECIN system instead of on NICHE.

The number of ASB incidents recorded in August decreased by 39 from July and then increased by 16 in June but did not return to the higher levels seen in

NOT PROTECTIVELY MARKED

April and May. There is a general downward trend in recorded ASB incidents but this could be due to incorrect recording as well as a drop in numbers. Nationally forces are seeing a drop in ASB as public order increases through new recording practices, we are also seeing this increase which could account for some of the smaller numbers.

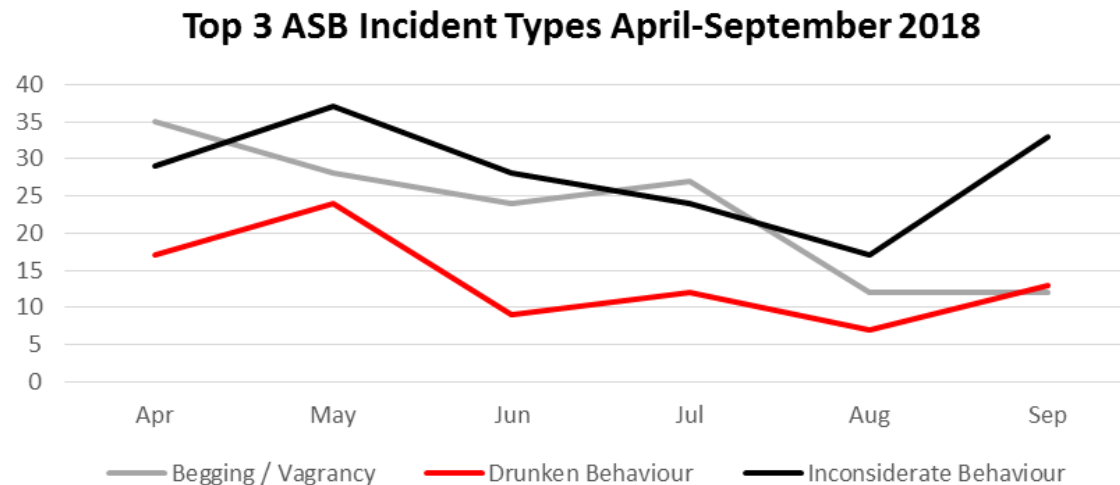
Please note these figures may appear different to those previously reported due to the ongoing work around recording of ASB incidents but are correct with the system at the time of extraction on 9th October 2018. They may change again going forward so should be treated as indicative of the general picture and not absolute. This report only covers those occurrences where both the local qualifier and stats class are input as ASB related.



The above graph demonstrates that **Inconsiderate Behaviour** and **Begging/ Vagrancy** are the categories with the highest number of ASB incidents recorded. There were 74 incidents for inconsiderate behaviour and 51 for Begging/ Vagrancy. The third most recorded are ASB incidents for **Drunken Behaviour**; where there were 32 such reports. These three categories remain the most common from the previous report.

The 'other' category includes lesser used classifications such as 'throwing things', 'inappropriate use of fireworks', 'street drinking', 'vehicle nuisance' and 'animal problems', there was only one or two incidents matching each of these categories this quarter, apart from 'throwing things' which saw four incidents.

After reviewing records classified as '**Inconsiderate Behaviour**' some records could have been recorded in other categories in the above table as they have referred to specific behaviours such as drunkenness, playing loud music, throwing objects etc. Categorisation is based on the recording officer's interpretation and where some incidents refer to multiple categories they may have been recorded against inconsiderate behaviour as a catch-all. This could explain why it is always the most prevalent category in data returns.



Inconsiderate Behaviour

The graph above shows the trend of ASB incidents for the financial year to date. There are on average 28 inconsiderate behaviour incidents a month. Qualitative analysis was completed on the incident summaries and the common themes are highlighted below in order of prevalence within the category.

- **Youths:** The most common complaint in this category is groups of youths causing intimidation, they are commonly reported on bicycles and/or skateboards potentially risking damage to street furniture or in the road endangering other road users. Locations of gatherings repeatedly mentioned were the Barbican, Golden Lane Estate and Castle Baynard Street Tunnel.
- **Refusal of entry/to leave:** Commonly assistance is requested by bus drivers for passengers refusing to alight. Similar issues have occurred at businesses or with cab passengers.
- **Gambling games:** Incidents refer to London Bridge as the venue with Romanian nationals commonly linked to this activity.
- **Vagrant/Homeless:** Records refer to individuals behaving aggressively in cafes or on the street asking for money or free food. Incidents also refer to

individuals blocking entrances or exits when asleep.

Outcomes

There are 39 outcomes are recorded against the 74 **Inconsiderate Behaviour** ASB records (53%). The majority (16) are unresolved or passed on to another agency for investigation primacy (11). Other outcomes used include investigation complete no suspect identified (6), these generally occur on reports where the individual involved has left the location before police attendance, victim declines (1) and formal action not in the public interest (4).

Begging/Vagrancy

Incidents recorded as begging and vagrancy decreased quite sharply between July and August, this could be due to some incidents being recorded under other categories (such as inconsiderate behaviour which has peaked in September while begging/vagrancy has remained low).

- **Rough Sleepers:** Just under half of the recorded incidents in this period relate to the presence of rough sleepers, usually in residential blocks or outside shops blocking an entrance or fire exit.
- **Refusing to leave:** The only other noticeable theme is homeless people refusing to leave a location (usually a café or similar).

There is perhaps an emerging problem around groups of homeless people getting together to take drugs/drink alcohol on City ground as these groups have been reported on a few occasions in recent months. It will need to be monitored to see if these reports continue or if the activity noted was a few standalone incidents.

There were also some master occurrences for Op Luscombe activity in relation to begging.

Outcomes

Outcomes have been recorded for 28 begging/vagrancy incidents (55%). This is the category of ASB incidents that has seen the most positive outcomes with eight resulting in a community resolution.

Fifteen have been passed to another agency for investigation, three are marked 'UU unresolved', one has no identifiable suspect and one further incident has been closed formal action not in the public interest.

Drunken Behaviour

Incidents relating to drunken behaviour occurred with similar frequency each month this quarter having dropped from the peak level seen in May. Again this may not be a true picture of incidents as drunkenness could also be recorded in other ASB categories such as shouting and swearing, inconsiderate behaviour and street drinking.

The themes of recorded incidents here were;

- **Aggressive Behaviour:** Individuals becoming abusive and aggressive in the street as a result of intoxication
- **Refusal to leave:** Drunken individuals or groups refusing to leave a location, ranging from licenced premises to fast food restaurants or transport vehicles.
- **Drinking in non-licensed premises:** There has been a few reports this quarter of individuals drinking in places such as supermarkets and coffee shops and being abusive to staff when asked to stop.

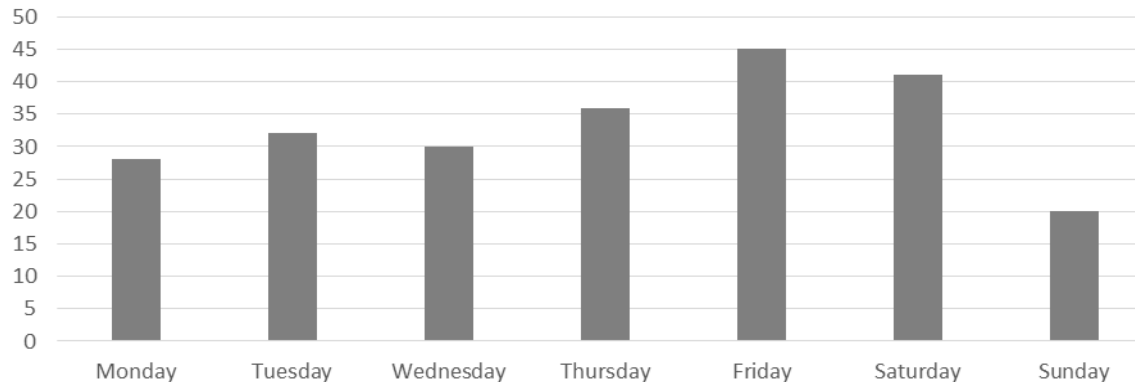
Outcomes

Most Drunken Behaviour ASB incidents have no recorded outcome (18) and three are marked 'UU unresolved'. There has been one charge resulting from an incident with a drunken male near a road traffic collision and one penalty notice for disorder in relation to a male attacking other patrons in a pub. In other cases no further action was taken due to the following reasons; formal action not in public interest (5), no suspect identified (1) and other body investigating (3).

Days of the Week

On average there have been three ASB incidents reported a day in the current quarter. Incidents are more commonly reported on a Friday or Saturday. These four days represent 37% of all incidents, rising to 52% if Thursday is included as well. Sunday is a trough day with under half the volume of incidents reported on the peak days.

ASB Incidents by Day of Week



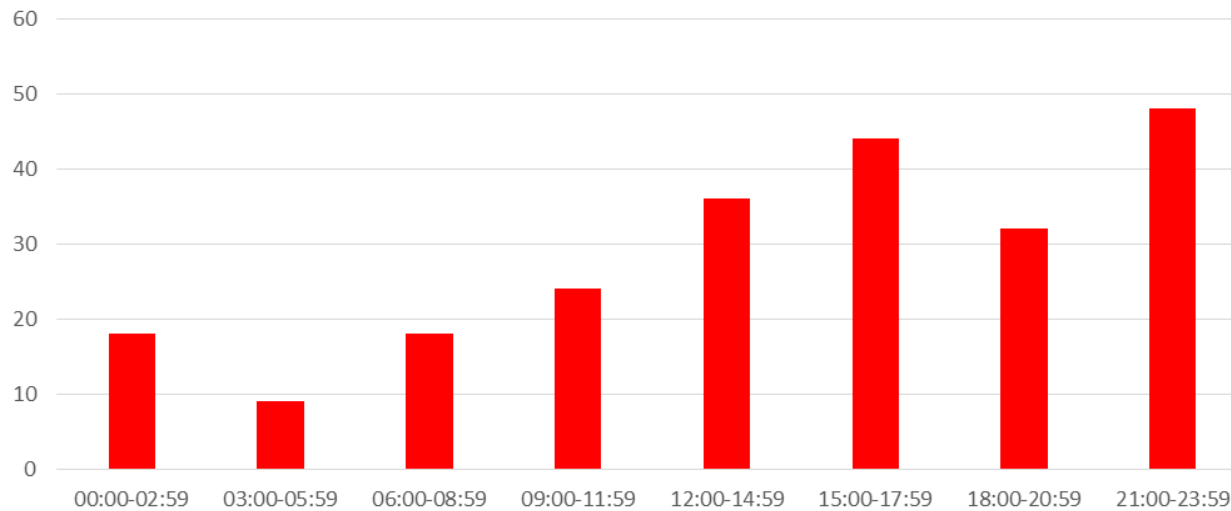
Time of Day

Reporting of all ASB incidents in the current period are shown in the below graph broken down by three hour periods across the day. Incident reports occur

most frequently from the afternoon into the evening peaking between 21:00-23:59. After midnight reports drop off with very few occurring between 03:00-06:00 hours.

This pattern is different to those previously seen showing a shift more in to the evening and away from typical working hours, this is driven by the months of August and September where the good weather may have encouraged more people to stay in the city and enjoy longer evenings in licensed premises.

ASB Incidents By Time of Day



NOT PROTECTIVELY MARKED

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank