Performance and Resource Management Committee of the Police Authority Board

Date: **FRIDAY, 7 FEBRUARY 2020**

Time: **10.30 am**

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

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

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Lunch will be served in the Guildhall Club at 1pm

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**
   To agree the public minutes and non-public summary of the meeting held on 15 November 2019.

   For Decision
   (Pages 1 - 10)

4. **REFERENCES**
   Joint report of the Town Clerk and Commissioner.

   For Information
   (Pages 11 - 14)

5. **BUDGET MONITORING QUARTER 3 2019/20**
   Report of the Commissioner.

   For Information
   (Pages 15 - 30)

6. **POLICE FUNDING SETTLEMENT 2020/21 AND IMPACT ON MEDIUM TERM FINANCIAL PLAN (MTFP)**
   Report of the Treasurer.

   For Information
   (Pages 31 - 34)

7. **CITY OF LONDON POLICE PROVISIONAL REVENUE AND CAPITAL BUDGET 2020/21**
   Report of the Commissioner.

   For Information
   (Pages 35 - 48)

8. **INTERNAL AUDIT UPDATE REPORT**
   Report of the Head of Audit and Risk Management (City of London Corporation).

   For Decision
   (Pages 49 - 62)

9. **POLICING PLAN 2019-20- PERFORMANCE AGAINST MEASURES FOR END Q3**
   Report of the Commissioner.

   For Information
   (Pages 63 - 80)

10. **STAFF SURVEY - 8 COMMITMENTS**
    Report of the Commissioner.

    For Information
    (Pages 81 - 84)

11. **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) INSPECTION UPDATE**
    Report of the Commissioner.

    For Information
    (Pages 85 - 128)

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

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

14. **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

15. **NON-PUBLIC MINUTES**
    To agree the non-public minutes of the meeting held on 15 November 2019.

    For Decision
    (Pages 129 - 132)

16. **NON-PUBLIC REFERENCES**
    Joint report of the Town Clerk and Commissioner.

    For Information
    (Pages 133 - 134)

17. **MINUTES - MEDIUM TERM FINANCIAL PLAN (POLICE) WORKING PARTY**
    To receive the minutes of the Medium Term Financial Plan (Police) Working Party meeting held on 10 January 2020.

    For Information
    (Pages 135 - 140)

18.   **TRANSFORM PROGRAMME: UPDATE ON THE DEVELOPMENT OF COLP'S TARGET OPERATING MODEL (TOM) AND ALIGNED EFFICIENCIES**
 Report of the Commissioner.

For Information
(Pages 141 - 162)

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

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

**PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE
POLICE AUTHORITY BOARD
Friday, 15 November 2019**

Minutes of the meeting of the Performance and Resource Management Committee
of the Police Authority Board held at Committee Rooms, 2nd Floor, West Wing,
Guildhall on Friday, 15 November 2019 at 10.30 am

Present

Members:
Deputy James Thomson (Chairman)
Nicholas Bensted-Smith
Tijs Broeke
Kenneth Ludlam (External Member)
Caroline Mawhood (External Member)
Deborah Oliver

City of London Police Authority:

Simon Latham	-	Deputy Chief Executive
Alex Orme	-	Head of Police Authority Team
Oliver Bolton	-	Deputy Head of Police Authority Team
Alistair MacLellan	-	Town Clerk's Department
Caroline Al-Beyerty	-	Deputy Treasurer
Alistair Cook	-	Head of Police Authority Finance
Matt Lock	-	Head of Audit and Risk Management
Jeremy Mullins	-	Chamberlain's Department

City of London Police Force:

Dai Evans	-	T/Commander (Operations and Security)
Oliver Shaw	-	Detective Superintendent
Carl Tomlinson	-	Finance Director
Julia Perera	-	Human Resources Director
Stuart Phoenix	-	Head of Strategic Planning
Paul Adams	-	Head of Governance and Assurance
David Drane	-	City of London Police
Hayley Williams	-	City of London Police

1. **APOLOGIES**
    Apologies were received from Doug Barrow, Deputy Keith Bottomley and
    Andrew Lentin.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN
    RESPECT OF ITEMS ON THE AGENDA**
    There were no declarations.

3. **APPOINTMENT OF CO-OPTED MEMBER**
Members considered supporting statements provided by two candidates for co-option on to the Committee.

RESOLVED, that Dawn Linsey Wright be co-opted on to the Performance and Resource Management (Police) Committee for a term concluding April 2020.

4. **MINUTES**
RESOLVED, that the public minutes and summary of the meeting held on 21 June 2019 be approved.

5. **PUBLIC REFERENCES**
Members considered a report of the Town Clerk regarding public references arising from previous meetings and the following points were made.

8/2019/P – Frequency of HMICFRS Inspections

- The Chairman noted that this reference could now be closed.

13/2019/P – Internal Audit of Force Budget Mitigation Measures

- Members noted that this reference had been incorporated into the Authority's 2019/20 Internal Audit Plan, with much of the work inevitably being concerned with historic measures. Members agreed that the reference could be closed.

16/2019/P – Financial Controls

- The Director of Finance noted that all issues scheduled for implementation by November 2019 had been implemented. Members noted that the Force's Chief Financial and Chief Operating Officer was a more appropriate 'owner' for this reference, rather than the Deputy Chamberlain.

RESOLVED, that the report be received.

5.1 **14/2019/P - Updated Terms of Reference**

Members considered the Committee's updated terms of reference and the following points were made.

- In response to a comment from a Member, the Town Clerk agreed to liaise with the Chamberlain regarding appropriate wording to ensure the terms of reference encompassed the monitoring of internal auditing of the Force.

RESOLVED, that the terms of reference be received.

6. **INTERNAL AUDIT UPDATE REPORT**
Members agreed to vary the order of items on the agenda so that the update report of the Head of Audit and Risk Management regarding Internal Audit was considered next. The following points were made.

- In response to a question, the Head of Audit and Risk Management confirmed that the Internal Audit Team had budgeted for a total of 195 days of activity including contingency.

- A Member expressed her hope that straightforward recommendations such as the retention of documentation had been implemented without delay.

- In response to a question regarding the internal audit of the Police Accommodation Programme and the Fleet Street Estate Programme, the Head of Governance and Assurance noted that the audit had noted there had been issues around how the Force had provided an appropriate level of challenge of options arising in the Police Accommodation Strategy Programme. He added that the recommendations arising on the Fleet Street Programme were more for the Authority than for the Force.

- In response to a comment from a Member, the T/Commander (Operations) noted that the Commissioner now chaired the Programme Board, and that key lessons had been learned that could only be demonstrated by the Force through ongoing practice. As well as new governance processes, the Force was also under a degree of natural scrutiny from its own staff given that they were obliged to work within the buildings overseen by the Police Accommodation Strategy. The Commander concluded by noting that the Authority had formed its Capital Buildings Committee which was a new Member-level body responsible for scrutinising high-level projects, and that the Committee was an appropriate forum for officers from the Force to highlight Force requirements.

- The Chairman noted his agreement with these comments, noting that there had been a noticeable step-change in Police Accommodation Strategy governance within the last 12 months, which included the Police Authority Board's Police Accommodation Working Party.

- **A Member expressed concern that, given the issues highlighted by the report, there was no major Corporate Risk identified for strategic project management. Members agreed that this point should be highlighted with the Police Authority Board with a view to a resolution being made to the Audit and Risk Management Committee to that effect (23/2019/P).**

  RESOLVED,

- that the report be received.

- **that the Police Authority Board be asked to consider submitting a resolution to the Audit and Risk Management Committee regarding the potential for the City of London Corporation to adopt a new Corporate Risk regarding the organisation's capability and capacity to deliver Strategic Project Management.**

7. **HMICFRS INSPECTION UPDATE**
   Members agreed to vary the order of items on the agenda so that the update report of the Commissioner regarding HMICFRS Inspection(s) was considered next. The following points were made.

   - The Head of Strategic Planning noted that there were 23 new Green areas to HMICFRS inspection reports, and five Red responses which included the following:

     o **Timetable for implementing the revised Know Fraud system to be published**. A letter addressing this recommendation would be sent to all Forces in late November/early December.

     o **Policy for responding to and investigating allegations of fraud to be published.** A draft policy was currently being reviewed and external communications were planned once it had been signed off.

     o **Guidance to be provided to Action Fraud and Chief Constables to ensure victims receive adequate explanations regarding the role of Action Fraud etc.** The 'ownership' on implementing this recommendation had recently changed, which had delayed its resolution from September 2019 to December 2019.

     o **Detainee care should be improved to ensure access to fresh air and exercise.** This recommendation had arisen out of a lack of adequate provision at Bishopsgate Police Station. The Commander (Operations) explained that the Commissioner had directed that options for the site were to be costed, and that issues over security and dignity of prisoners needed to be considered given that the Station was overlooked by surrounding properties.

     o **Home Office cyber-enabled flag for hate crime to be consistently applied.** The Head of Strategic Planning noted that the Force was now using the flag, but that officers wished to complete a demonstration period to ensure the flag was being used effectively before classing the recommendation 'Green'.

   - The T/Commander (Operations) noted that he was confident the Amber recommendation(s) around police custody would be classed as Green

following a constructive meeting he had had with the Custody Management Team.

- In response to a question regarding Action Know Fraud, the Head of Strategic Planning noted that the backlog of cases which had been quarantined as referenced in recent press coverage had now been reduced from 6,500 down to 500.

- In response to a question regarding the planned investment for exercise space at Bishopsgate Police Station, the Commander (Operations) noted that this would be a six-figure investment, and that scoping was taking place before any final decision was taken.

RESOLVED, that the report be received.

8. **POLICING PLAN 2019-20 - PERFORMANCE AGAINST MEASURES FOR END Q2**
Members agreed to vary the order of items on the agenda so that the report of the Commissioner regarding Policing Plan 2019/20 – Performance against Measures for end Q2 was considered next. The following points were made.

- The T/Commander (Operations) acknowledged that the crime statistics remained stubbornly high. The Force was a taking a more co-ordinated approach to combat this, including the use of a range of tools including community protection notices. The majority of crime committed in the City was low-level crime, which was the result in part of being required to police a high number e.g. 900 licensed premises. This issue would be particularly apparent during the Christmas period.

- The T/Commander (Operations) continued, noting that deployments to police the activity at Easter 2019 for Extinction Rebellion protests during the Q2 period combined with the Force's ongoing vacancy factor was having an impact on the Force's ability to reduce crime levels.

- The T/Commander (Operations) concluded by noting that, nevertheless, crime levels were plateauing and that he was confident that the figures would improve by year-end, although he could not promise an on-year reduction. He noted that he was being scrutinised by both the Assistant Commissioner and Commissioner. He added that the Force's emerging performance management culture did mean that officers were recording more crime data.

- The Chairman suggested that the Force consider ways in which performance reporting could reflect what the impact of increased Force intervention might be having on crime levels **(24/2019/P).**

- In response to a comment from the T/Commander (Operations) regarding the Force's focus on the high volume of low-level crime, a Member expressed concern that this meant that the Force was giving a corresponding less emphasis on combating drug trafficking. The

Commander (Operations) responded that the Force did combat drug trafficking when this was encountered during daily policing operations, and indeed there were 70 live investigations going through CID at present, but that it was not targeted as a force priority, given that due to the resources available the Force could only direct resources on towards a limited number of priorities simultaneously.

- In response to a question, the T/Commander (Operations) confirmed that officers were flexibly deployed during different times of the day to combat crime hot spots.

- A Member commented that one strand of combating low-level crime was educating the public regarding the risks around leaving bags unattended when socialising in licenced premises. The Commander (Operations) agreed, noting that this strand was overseen by the Safer City Partnership.

- In response to a question, the T/Commander (Operations) noted that there had been no substantive hate crime increase within the City linked to Brexit.

RESOLVED, that the report be received.

9. **HUMAN RESOURCES MONITORING INFORMATION 1 APRIL 2019 - 30 SEPTEMBER 2019**
Members agreed to vary the order of items on the agenda so that the report of the Commissioner regarding Human Resources Monitoring Information 1 April 2019 – 30 September 2019 was considered next. The following points were made.

- The Human Resources Director reference the level of turnover described within the report, noting that online exit interviews demonstrated that common reasons for leaving were given as officers and staff feeling that their job was not right for them; the pay was a factor in their decision; and others who lived outside of London and wished to join their local Force. Officers and staff who were retiring often chose not to complete exit interviews.

- In response to a question from a Member, the Human Resources Director noted that the data within the report reflected actual numbers rather than percentages.

- A Member commented that the number of BAME staff was increasing only incrementally and that he hoped to see the Force demonstrating more progress. Similarly, he hoped to see more progress made by the Force in matching and exceeding the national average for female representation among the workforce.

- The Human Resources Director agreed that increase in both BAME and female representation in the Force were key objectives. Historically, the

Force has relied upon transferees from other Forces which had hindered attempts to grow representation from these two groups – she was confident that this would change as the Force moved towards direct recruitment.

- The T/Commander (Operations) noted that the Force had a higher proportion of detectives compared to other Forces, which required the recruitment of officers with a degree of experience and therefore these were often from the older age bracket in service.

- The Chairman noted that it was important to ensure that recruitment projections were fed into the Medium-Term Financial Plan **(25/2019/P).**

- The Chairman noted the eight commitments to staff arising from the 2017 Staff Survey and requested a report on their implementation ahead of the next Staff Survey, to provide the Committee with some comfort regarding efforts made by the Force to ensure the commitments were suitably embedded **(26/2019/P).**

RESOLVED, that the report be received.

10. **BUDGET MONITORING MONTH Q2 2019/20**
Members considered a report of the Commissioner regarding Budget Monitoring Q2 2019/20 and the following points were made.

- The Finance Director noted the savings set out in table 3 within the report and drew Members' attention to the forecast pension pressure and the ongoing vacancy factor.

- The Finance Director continued, noting that accounts payable had slipped largely due to self-service being introduced and would be addressed ahead of Q3. Overtime remained a pressure on budgets, given recent operation deployments. The Force was liaising with the Home Office regarding funding for policing recent Extinction Rebellion protests. The budgetary impact of Brexit remained an unknown factor. The December 2019 General Election would likely delay the outcome of the Force's funding bid to the Home Office, but an update would be provided at the Committee's February 2019 meeting **(27/2019/P).**

- In terms of non-pay costs, the Force forecast £2.3m which included utilities and business rates, and the London Bridge inquest.

- The Chairman expressed surprise at the £2.3m non-pay forecast, noting the level of work that had gone into understanding Force headcount. He queried whether, if utilities remained outstanding, this lent pressure to the Medium-Term Financial Plan.

- The Chairman continued, welcoming the savings tracker within the report but asking that officers be clearer within reporting on risks and opportunities. For example, reporting within section six of the report

implied there were no capital pressures when this was not the case. the Chairman requested that details on accounts payable be provided in quarterly reporting going forward, perhaps within an appendix **(28/2019/P).**

RESOLVED, that the report be received.

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

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.

13. **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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

14. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 21 June 2019 be approved.

15. **NON-PUBLIC REFERENCES**
Members considered a report of the Town Clerk regarding non-public outstanding references.

16. **CITY OF LONDON POLICE MEDIUM-TERM FINANCIAL PLAN UPDATE**
Members considered an update report of the Treasurer regarding the City of London Police Medium-Term Financial Plan.

17. **FUNDING THE CAPITAL PROGRAMME - CITY OF LONDON AND CITY OF LONDON POLICE**
Members agreed to vary the order of items on the agenda so that a late report of the Commissioner regarding the Funding of the Capital Programme – City of London and City of London Police could be considered next.

18. **GATEWAY 6 - ACTION & KNOW FRAUD**
Members considered a Gateway 6 Progress report of the Commissioner regarding Action & Know Fraud.

At this point of the meeting, two hours having elapsed, Members agreed to extend the meeting until the conclusion of business in line with Standing Order 40.

19. **TRANSFORM PROGRAMME: UPDATE ON THE DEVELOPMENT OF COLP'S TARGET OPERATING MODEL (TOM)**

Members considered a report of the Commissioner regarding the Transform Programme: Update on the Development of City of London Police's Target Operating Model (TOM).

20. **CORPORATE WIDE REVIEW**

    20.1 **Fleet Street Estate Programme Audit - Final Report**

    Members considered a Final Report of the Head of Audit and Risk Management regarding the Fleet Street Estate Programme Audit.

    20.2 **City of London Police Accommodation Programme Audit - Final Report**

    Members considered a Final Report of the Head of Audit and Risk Management regarding the City of London Police Accommodation Programme Audit.

21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
    There were no questions.

22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
    There were no items of urgent business.

The meeting ended at 12.41 pm

Chairman

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PEFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
14/2019/P	**15 November 2019** Item 5a – Public References	Terms of Reference to be amended to incorporate Committee's overview of internal auditing	Town Clerk in consultation with Head of Police Authority Finance	**DUE MAY 2020**
18/2019/P	**21 June 2019** Item 7 – Revenue and Capital Budget Outturn 2018/19	Future report format to provide greater granularity for Members	Chief Operating and Chief Financial Officer	**IN PROGRESS** Next Outturn report due **July 2020**. Projected outturn is included in Budget Monitoring reports.
23/2019/P	**15 November 2019** Item 6 – Internal Audit Update Report	Potential Resolution to be highlighted with Police Authority Board for submission to the Authority's Audit and Risk Management Committee	Town Clerk	**COMPLETE**

PEFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

24/2019/P	**15 November 2019** Item 8 – Policing Plan 2019/20 – Performance against Measures	Force to consider ways in which performance reporting can reflect crime trends and increased Force intervention	Commander (Operations)	**COMPLETE** This has been considered and data and narrative is presented in the performance report on the agenda where possible. Where a reduction can be attributed to direct police action this is included. E.g bicycle theft. However it is not always possible to link reductions directly to police action as it may be as a result of a number of other factors such as less volume of incidents, less reporting or simply deterrence (without a direct link) as with Op Sparta tactics.
25/2019/P	**15 November 2019** Item 9 – Human Resources Monitoring Information	Recruitment projections to be embedded in Medium-Term Financial Plan	Human Resources Director in consultation with Finance Director / Head of Police Authority Finance	**IN PROGRESS** Head of Police Finance and CoLP FSD and HRD to confirm. MTFP is a work in progress.
26/2019/P	**15 November 2019** Item 9 – Human Resources Monitoring Information	Report to February 2020 meeting regarding Eight Commitments to officers and staff arising from 2017 Staff Survey	Strategic Development	**COMPLETE** This report is on the agenda

PEFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

27/2019/P	**15 November 2019** Item 10 – Budget Monitoring Q2	Update at February 2020 meeting regarding Home Office bid funding for policing Extinction Rebellion protests	Finance Director	**COMPLETE** This is included in the Q3 report but for ease of reference for Members- an application has been made but no response yet received from HO.
28/2019/P	**15 November 2019** Item 10 – Budget Monitoring Q2	Finance Director to liaise with Chairman regarding presentation of data within quarterly reporting.	Finance Director	**IN PROGRESS** A meeting will be arranged ahead of the new financial year with relevant parties including the Chairman of P&RM, Mr Lentin, COFO, CoLP FSD and Head of PA Finance to discuss a suitable template for the quarterly budget monitoring reports going forward. This will be set for one year.

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Committee:	Date:
Police Performance and Resource Management Committee	7th February 2020
Police Authority Board	27th February 2020
Subject: Budget Monitoring Quarter 3 2019/20	**Public**
Report of: Commissioner of Police Pol 14-20	**For Information**
Report author: Cecilie Booth, Chief Operating and Chief Financial Officer	

Summary

The Chief Officer Cash Limited budget at the start of the year was £72.7m. The budget increased in Q1 to £73.4m following the transfer of 15 City of London Corporation (CoL) staff and associated budget to the Joint Contact Centre.
Budgets have been adjusted to reflect the 67 growth bid posts in line with expected on boarding.

This report outlines the financial position for the third quarter of the 2019/20 financial year. Current projections indicate an overspend of £0.6m by the end of the year, which is an improvement on previously reported projections. The position includes full drawdown of the £2.5m POCA reserve.

The main pressure is the unfunded increase in Police Officer pension contributions in the region of £2.5m based on full establishment. Based on the current workforce, the actual spend is in the region of £2.1m.

Recruitment projections in respect of the agreed 67 growth posts indicate in year spend of £1m. The £2.5m POCA reserve will be fully utilised to fund the cost of the additional pension and new posts, leaving a projected overspend position of £0.6m.

Further pressures include overtime, a larger pay award for Officers than expected, legal costs in relation to the London Bridge inquest and additional costs through the policing of significant public order events.

Savings of £6.3m are built into the budget, with £4.7m in pay and £1.6m in non-pay. These savings are forecast to be achieved, however, maintaining acceptable service levels whilst holding the required vacancies continues to be a challenge.

Ongoing work relating to workforce management, maximising income and managing non-essential expenditure continue to bring the position back within budget by the end of the year.

Recommendation

Members are asked to note the report.

1 Chief Officer Cash Limit Budget

1.1 The Chief Officer Cash limited budget at the start of the year was £72.7m. This has now increased to £73.4m due to the transfer of the Joint Contact Centre staff. This is funded as follows:

Table 1

Funding Type	Amount (£000)	%
Core Grant (inc NICC)	57,100	78%
Business Rates Premium	13,000	18%
Precept grant	2,700	3%
CoL Contact Centre	680	1%
Total Funding	**73,480**	**100%**

1.2 The latest forecast position is summarised below.

Table 2

	19/20 Latest Budget £m	Budget YTD £m	Actual (Q3 YTD) £m	Variance YTD £m	Forecast £m	Proj Variance £m
Pay						
Officers – net	50.7	38.1	39.0	0.9	51.3	0.5
Staff – net	24.9	18.7	17.0	(1.6)	22.8	(2.1)
Overtime	2.0	1.5	1.8	0.3	2.9	0.9
Agency	2.4	1.8	1.3	(0.5)	2.5	0.1
Indirect employee costs	2.2	1.7	1.1	(0.6)	1.8	(0.4)
Pensions Contrib.	20.4	15.3	0.0	(15.3)	20.4	0.0
Total Pay	**102.7**	**77.0**	**60.2**	**(16.9)**	**101.7**	**(1.1)**
Non-Pay	**39.7**	**29.8**	**20.8**	**(9.0)**	**42.8**	**3.2**
Total Expenditure	**142.4**	**106.8**	**81.0**	**(25.8)**	**144.5**	**2.1**
Income						
Specific Grant	(52.2)	(39.2)	(23.5)	15.7	(51.8)	0.4
Partnership	(13.6)	(10.2)	(6.4)	3.8	(14.9)	(1.3)
Fees & Charges	(3.2)	(2.4)	(2.1)	0.2	(3.8)	(0.6)
Total Income	**(69.0)**	**(51.7)**	**(32.0)**	**19.7**	**(70.5)**	**(1.5)**
Funding	**(73.5)**	**(55.1)**	**(36.7)**	**18.4**	**(73.5)**	**0.0**
Underlying Deficit	**(0.0)**	**(0.0)**	**12.2**	**12.3**	**0.6**	**0.6**

1.3 Table 2 indicates a projected overspend of £0.6m, primarily due to the additional costs associated with the 9.7% increase to Police Officer pension contribution and recruitment to the new 67 posts. This has improved from the Q2 forecast of £2.2m overspend mainly due to the timing of recruiting to the 67 new posts. The POCA reserve will be fully utilised to fund the projected overspend.

1.4 In addition, the following pressures are contributing to the projected overspend:
- Overtime – a projected overspend of £0.9m (please see overtime section below)
- The confirmed 2.5% pay award for Police Officers against a budget of 2%
- Legal costs in respect of the London Bridge inquest
- Non-pay pressures on business rates and subscription charges

1.5 The YTD variance on pay relates to police pension payment which is fully funded by Home Office grant and paid at year end. The YTD variance positon on income relates to Home Office grants which are usually received at the end of the year.

2 Savings Target

2.1 Budget mitigations of £6.3m are required in-year to deliver within budget. This comprises £4.7m in pay and £1.6m in non-pay. The savings plan continues to be monitored closely through internal governance and fortnightly monitoring meetings with the Police Authority. Pay savings have been delivered through workforce and vacancy management in core funded posts. The level of required monthly pay savings is £0.390m (81 posts, officers / staff). Non-pay savings of £1.6m have been identified as set out in Table 3 below.

2.2 Projections indicate that we are on course to deliver the required savings, which requires continuous strong vacancy management. There are currently 99 FTE core funded vacancies. Maintaining acceptable service levels whilst holding the required level of vacant posts as part of agreed pay mitigation continues to be challenge.

Table 3

Savings Tracker	Target (£000)	YTD Actual (£000)	Forecast (£000)	Variance (£000)	Risk
Vacancy factor	3,700	2,785	3,713	13	G
Transform pay savings - holding branch	1,000	750	1,000	0	G
Total pay	**4,700**	**3,535**	**4,713**	**13**	
Corporate Plan income	300	286	392	92	G
Facilities Management	500	375	500	0	G
Seized assets disposal	300	160	300	0	A

Agency staff	500	375	500	0	**G**
Total non-pay	**1,600**	**1,196**	**1,692**	**92**	
Total	**6,300**	**4,731**	**6,405**	**105**	

3   Directorate Revenue Position

3.1 As at the end of quarter three, current projections indicate a budget deficit of £0.6m. The table below sets out the Directorate position. This includes £6.3m budget mitigations shown above and continued robust vacancy management and the full effect of the increased pension contributions.

Table 4

	2019/20 Budget £'m	Budget YTD £'m	Actual YTD £'m	Variance YTD £'m	Projected Outturn £'m	Projected Variance £'m
BSD	27.5	20.6	(4.0)	(24.6)	26.1	(1.4)
Crime	10.6	7.9	8.5	0.5	10.4	(0.1)
ECD	7.9	5.9	21.1	15.2	7.9	(0.0)
I&I	11.9	8.9	9.4	0.5	13.4	1.5
UPD	15.6	11.7	14.0	2.3	16.3	0.6
Grand Total	**73.4**	**55.1**	**49.0**	**(6.1)**	**74.0**	**0.6**

3.2 Table 5 below outlines the position without the additional unfunded pension, showing a projected budget underspend of £1.5m. This has moved since Q2 from a projected underspend of £0.044m. The main Directorate movement is within BSD where the unfunded pension increase is held. Budgets for all vacant posts are transferred to BSD as part of the budget mitigations plan.

Table 5

Directorate	2019/20 Budget £'m	Projected Outturn £'m	Projected Variance £'m
BSD	29.8	25.9	(3.9)
Crime	10.1	10.1	(0.0)
ECD	7.3	7.4	0.0
I&I	11.6	13.1	1.6
UPD	14.6	15.4	0.8
Grand Total	**73.4**	**71.9**	**(1.5)**

Directorate Variances (See Table 4)

3.3 Business Support Directorate (BSD) - £1.4m underspend

The Directorate is forecasting an underspend due to recognition of drawdown of the full POCA reserve. The Directorate holds the unfunded additional police officer pension pressure and the pay budget mitigation of £3.0m. The position includes spend of £0.250m relating to the London Bridge inquest. The YTD actual includes receipt of the full year pension deficit grant.

The Directorate is holding core funded net vacant posts of 3.8 FTE.

3.4 Crime - £0.1m underspend

The Directorate is forecasting an underspend primarily due to receipt of additional grant income in year. There are minor variances across non-pay budgets, however, there are no significant financial risks.

The Directorate is holding core funded net vacant posts of 15.7 FTE.

3.5 Economic Crime Directorate (ECD) - breakeven

The Directorate is 81% externally funded. The primary risk is the position on Action Fraud. The position is subject to continued monitoring.   The appropriate recharge between core funded and externally funded units is subject to on-going review.

The Directorate is holding core funded net vacant posts of 7.5 FTE.

3.6 Intelligence and Information (I&I) - £1.5m overspend

The projected overspend position within I&I is due to a number of factors, primarily relating to non-pay including subscription costs within the Command Hub, professional fees paid for Regulation of Investigatory Powers Act (RIPA) requests in the Central Authorities Bureau and pressures in respect of the cost of licences, subscriptions and maintenance costs for information security.

There is further pressure on overtime, mainly within the Command Hub. Overtime activity is driven by demand and the 24 hour nature of work that the Command Hub and Surveillance team undertake. Various measures have been introduced to address and manage overtime, including reviewing shift patterns. Overtime however remains an area of risk especially with unpredictable nature of high profile national public order events, including Brexit and Extinction Rebellion.

The Directorate is holding core funded net vacant posts of 3 FTE.

3.7 Uniformed Policing Directorate (UPD) - £0.6m overspend

The projected overspend is primarily due to overtime, particularly in Firearms, Support Group and Response teams. Measures have been introduced to manage this which have improved the position, however, this remains a

significant area of risk with uncertainty around future potential public order events such as Brexit and Extinction Rebellion, as well as staffing pressures in Response Team. The recent London Bridget terrorist incident in November at Fishmonger's Hall resulted in unanticipated costs in excess of £240k. Discussions are taking place with National Counter Terrorism Policing in respect of funding arrangements.

The Directorate is holding core funded net vacant posts of 19.4 FTE.

4   Workforce

4.1 The pay budget constitutes 72% of our expenditure budget and the stringent management of vacant posts is essential to managing the financial position this year. The current establishment, including 67 growth posts, is 1,358 FTE, comprising 840 Officers and 518 staff. The actual workforce paid in December was 1,187 FTE comprising 747 Officers and 440 Staff.

4.2 The tables below set out the actual position by month for quarter three. The position reflects the holding of vacant posts required to deliver budget mitigations.

Table 6

FTE	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Officers	735	746	748	758	755	761	757	758	747
Staff	435	436	434	447	445	448	438	439	440
Total	**1,170**	**1,182**	**1,182**	**1,206**	**1,199**	**1,209**	**1,195**	**1,197**	**1,187**

Headcount	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Officers	744	763	756	767	763	769	765	766	755
Staff	447	449	445	460	457	461	451	452	454
Total	**1,191**	**1,212**	**1,201**	**1,227**	**1,220**	**1,230**	**1,216**	**1,218**	**1,209**

4.3 The Prime Minister pledged to recruit 20,000 extra police officers in England and Wales over the next three years, with a recruitment drive started in September 2019. We have received notification from the Home Office confirming 44 officers for CoLP in 2020/21. The CoLP evidence based bid was for 113 new officers based on the Strategic Threat and Risk Assessment (STRA) review. Funding for the 44 was provided via ringfenced grant in the 2020/21 police settlement in January.

4.4 Recruitment towards the 67 growth bid is under way. At the end of quarter three, 22 posts have been filled, 22 are expected to be filled by the year end and the

remaining 23 are expected to arrive early in new financial year. In-year intake is projected to cost just under £1.0m and will be funded through the POCA reserve.

5 Income

5.1 Table 7 below sets out the grant funding position for the Force totalling £62.176m. Current projections indicate a high level of confidence in receipt from all funders.

5.2 The majority of grant income is received at the end of year, hence the YTD variance. Steps are being taken to claim grant income at earlier stages in the year if possible.

5.3 Current projections indicate a small number of variances against specific grants. The positive variances relate to funding streams where the level of income is dependent on actual activity, where a lower level of spend is projected a corresponding reduction in the level of grant income is forecast.

Table 7

Name of Grant	Funding Provider £'000	2019/20 Budget £'000	Actual YTD £'000	Projected Outturn £'000	Projected Variance £'000	Risk Rating
Police Pensions Grant	Home Office	(20,400)	(18,903)	(20,400)	0	G
National Cyber Security Programme	Home Office	(6,645)	0	(6,645)	0	G
Counter Terrorism Policy Grant	Home Office	(6,554)	(4,616)	(6,666)	(112)	G
Action Fraud Managed Service	Home Office	(5,500)	265	(5,235)	265	G
Insurance Fraud Enforcement Team	Association of British Insurers	(4,003)	(1,824)	(3,824)	179	G
Action Fraud National Fraud Intelligence Bureau	Home Office	(4,000)	(84)	(4,084)	(84)	G
Dedicated Cheque & Plastic Card Unit (DCPCU)	UK Payments Administration Ltd	(2,520)	(1,382)	(2,442)	78	G
National Lead Force	Home Office	(2,500)	0	(2,500)	0	G

Economic Crime Capability Development	Home Office	(2,200)	74	(3,850)	(1,650)	G
International Property Crime Investigation Unit (PIPCU)	Intellectual Property Office	(1,916)	(807)	(1,788)	128	G
Police Transport Grant	Transport for London	(1,847)	(1,003)	(1,847)	0	G
National to Local Fraud & Cyber Data Sharing	Home Office	(1,761)	(0)	(1,761)	0	G
Lloyds Sponsorship	Lloyds Bank	(643)	(885)	(481)	162	G
Cyber Griffin	Corporation	(450)	0	(450)	0	G
Late Night Levy	Corporation	(310)	(203)	(310)	0	G
Firearms Uplift	Mayors Office for Policing & Crime	(0)	0	(0)	0	G
London Safety Camera Partnership	Transport for London	(264)	(120)	(264)	0	G
Economic Crime Victim Care Unit	Mayors Office for Policing & Crime	(210)	0	(210)	0	G
Overseas Anti-Corruption Unit	Department for International Development	(171)	(112)	(194)	(23)	G
NPCC Cybercrime Programme	Home Office	(100)	(103)	(124)	(24)	G
Tower Bridge	Corporation	(92)	(62)	(92)	0	G
Regional Organised Crime Unit Coordinator	Home Office	(90)	(101)	(224)	(134)	G
Grand Total		**(62,176)**	**(29,867)**	**(63,390)**	**(1,214)**	

5.4 Work continues to ensure there is a full cost recovery approach to all funded units - this is incorporated into the Medium Term Financial Plan. Contractual arrangements are reviewed as and when existing contracts expire.

6 Capital

6.1 The position for current live capital schemes is shown in Table 8 below.

Table 8

Core Project	Approved Amount £m	Spend & Orders Q3 19/20 £m	Unspent 31/12/19 £m	Forecast Spend Jan - March 2020 £m	Forecast Spend 20/21 £m	Forecast Spend 21/22 £m
Digital Interview Recording	0.01	0.00	0.01		0.01	
Emergency Services Network	1.82	1.35	0.47	0.10	0.37	
Economic Crime Capability Development	0.07	0.00	0.07	0.07		
HR Time Management & e-Expenses	0.43	0.36	0.07		0.07	
ICT Support to CCCI	3.36	3.33	0.03	0.03		
Police Telephony Upgrade	0.49	0.46	0.03		0.03	
Ring of Steel Compliance	2.45	2.24	0.21	0.05	0.16	
Secure City Programme Management	0.45	0.32	0.13	0.05	0.08	
Wide Area Network (WAN) Refresh - Police Recharge	1.45	1.07	0.37		0.37	
Police Vehicles 19/20 purchases	0.40	0.35	0.05	0.05		
IT Modernisation - Desktop & Office 365	3.80	0.67	3.13		3.13	
IT Modernisation - Security Zone	0.85	0.64	0.21	0.21		
IT Modernisation - Sharepoint/Intranet	0.25	0.00	0.25		0.25	
Total CoLP	**15.82**	**10.78**	**5.04**	**0.56**	**4.48**	**0.00**

Accommodation Project - CoLP Decant element only	**8.18**	**6.75**	**1.43**	**0.82**	**0.42**	**0.20**

6.2 Police Vehicles - The 'approved amount' does not include the full budget for purchase of police vehicles of £1.8m, therefore the forecast only includes the amount up to the approved amount. However, purchase orders will be raised if and when the 'approved amount' is updated. Delays in allocating the budget may lead to some expenditure being incurred in 2020/21 due to the long lead in time for the vehicles. In the event of the 'approved amount' not being updated, vehicles will

have to be funded from the revenue budget, which will further increase the existing revenue budget pressures.

6.3 Accommodation Programme - The table includes expenditure on the accommodation programme relating to CoLP decant. Previous reports included the corporation element for information to show the whole cost of the Programme. For the purpose of this report, the Corporations element has been excluded.

6.4 IT Modernisation - the timing of the forecast spend is indicative at this stage and the profile may change.

6.5 Airwaves - The project set up has not yet been updated on the Project Accounting system, expenditure relates to staff charges and is expected to be spent y the end of the year.

7 Transactional

Accounts Payable

7.1 Table 9 shows performance relating to payment of invoices within 30 or 10 days. Performance of 95% which is consistent with Q2, but below the corporate target of 97%. Measures are in place to improve overall performance including clearing backlogs and rolling out self-service.

Table 9

Month	Total Invoices	Compliant Invoices	%
Jan-19	687	619	90%
Feb-19	587	566	96%
Mar-19	713	686	96%
Apr-19	545	526	97%
May-19	653	618	95%
Jun-19	528	510	97%
Jul-19	598	566	95%
Aug-19	599	568	95%
Sep-19	498	476	96%
Oct-19	595	563	95%
Nov-19	630	605	96%
Dec-19	572	543	95%
Total to Date	**7,205**	**6,846**	**95%**

Accounts Receivable

7.2 Table 10 below shows total Debtors have decreased by £1.79m to £1.4m at the end of Q3. There are 65 outstanding invoices with the majority less than 2 months

old. 13 invoices are over 3 months old and over £1k in value – these are being investigated in order to determine the most appropriate course of action.
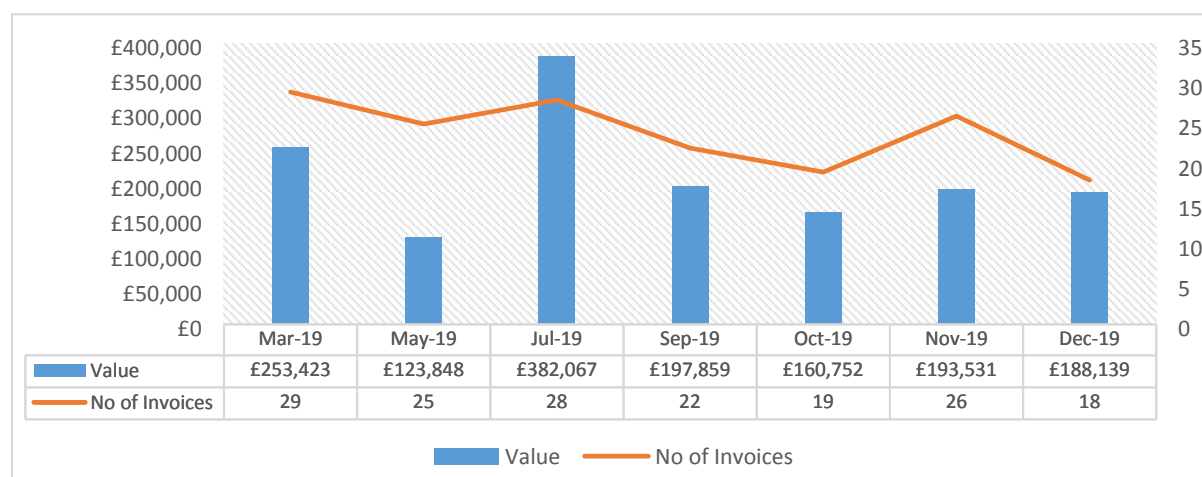
Table 10

	Q2		Q3		Change from Q2 to Q3	
Age	**Count**	**Value £**	**Count**	**Value £**	**Count**	**Value £**
Less than 1 Month	36	2,954,965	19	1,111,843	(17)	(1,843,122)
1 - 2 Months	7	25,075	14	60,390	7	35,315
2 - 3 Months	3	40,630	14	65,141	11	24,511
3 - 12 Months	9	173,498	8	163,490	(1)	(10,008)
Over 1 year	12	24,266	10	24,649	(2)	383
Total	**67**	**3,218,434**	**65**	**1,425,513**	**(2)**	**(1,792,921)**

Table 11

	Q3 2019	
Accounts receivable activity in Q3	**No**	**Amount £**
Number of Invoices Paid	(103)	(5,727,181)
New Invoices Raised	47	1,237,374
Credit Notes Issued	(9)	(104,090)
Debts Written Off	0	0

Table 12

Movement in aged debt over 3 months

	Mar-19	May-19	Jul-19	Sep-19	Oct-19	Nov-19	Dec-19
Value	£253,423	£123,848	£382,067	£197,859	£160,752	£193,531	£188,139
No of Invoices	29	25	28	22	19	26	18

Overtime

7.3 The overtime budget is £2.0m, split £1.6m core funded and £0.4m funded units. This includes overtime in respect of bank holidays and tasking.

7.4 Actual spend at the end of Q3 is £1.8m, covering both officers and staff. Current forecasts indicate spend of £2.9m, which is £0.9m over budget.

7.5 Expenditure is on average 16% lower than the last financial year. This reduction has come from a combination of new controls and clear communication to managers. The position continues to be closely monitored and reported at Chief Officer Level.

7.6 The charts below shows the current trend on overtime hours worked and number of claims received to the end of Q3. The trend indicates a reduction in overtime compared to previous years and suggests controls are effective. However there is increased risk in the second half of the year due to potential pubic order events.
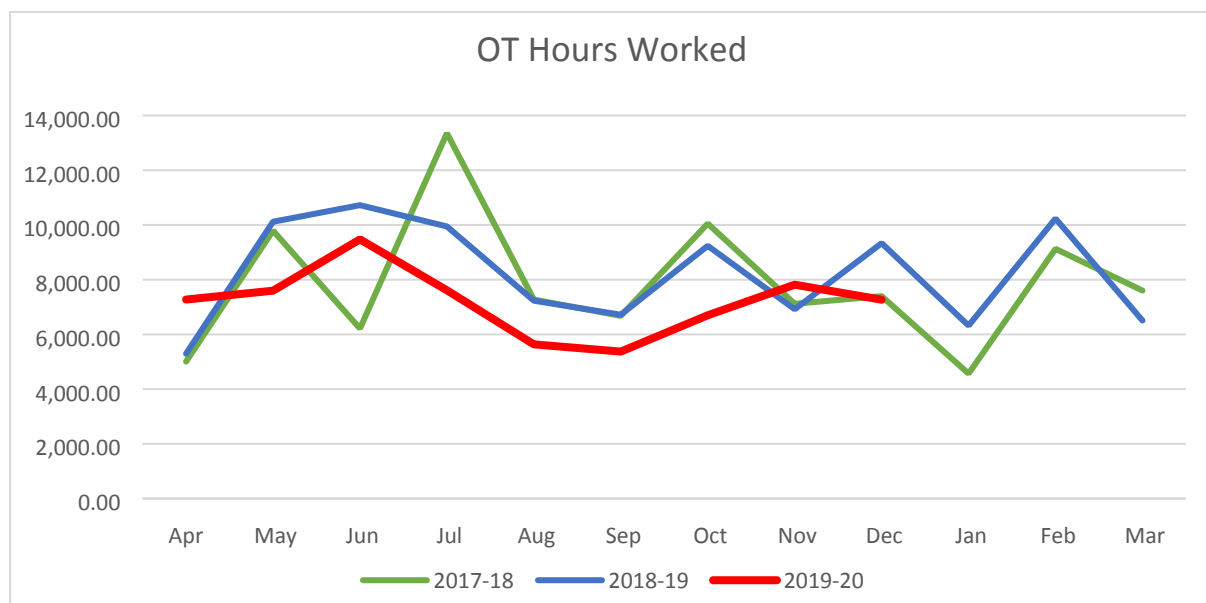
7.7 The main reasons for claiming overtime are:

- Covering for vacant posts (backfilling / Business as Usual)
- Extinction / Animal Rebellion protests
- Pan London Brexit protests
- TFG including Bank of England armed escorts (which is substantially recovered through the contract)

7.8 Expenditure in the region of £200,000 to date relates to Extinction / Animal Rebellion protests, and further expenditure is anticipated as overtime claims are being processed. We are submitting a bid to the Home Office to seek to recover some or all of this.

7.9 The largest spending Directorate is UPD which constitutes 59% of overtime. It is expected that the need for backfilling and BAU will reduce as vacancies are filled, however, it is difficult to predict requirements relating to future known and unknown policing requirements. Discussions are taking place with the Home Office in respect of special grant funding relating to increased public order requirements.

7.10 The chart below shows cumulative overtime spend against the last two years. This indicates spend on a slightly lower trajectory. If this were to continue the full year budget will be fully utilised by January 2020, although spend continues to drop in comparison to previous years.
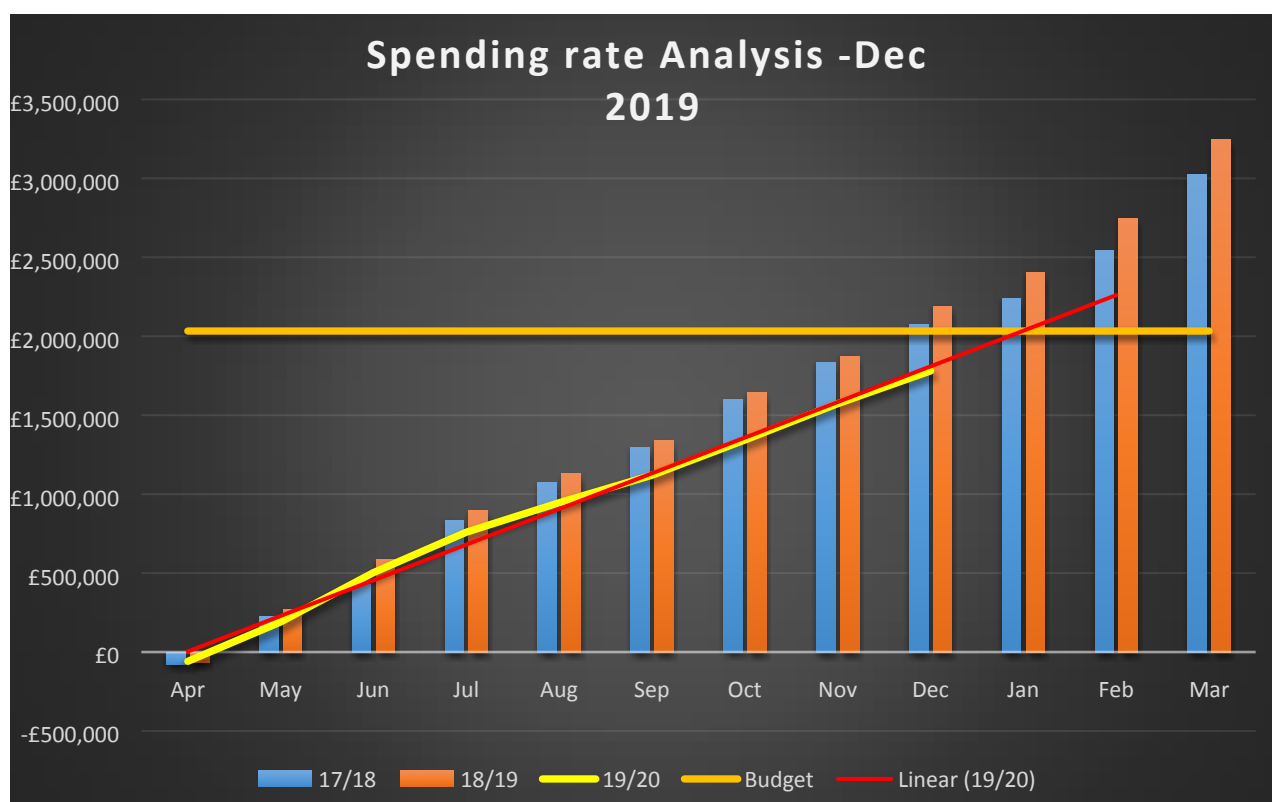
8 Brexit

8.1 The City of London Police has identified potential risk to public order during the Brexit period, which could add further pressures on the revenue budget. Any sizeable protest within the City footprint that led to disorder would require a regional mobilisation response. This would mean a large number of Police Support Units within the City dealing with protest.

8.2 The Corporation of London made funds available to meet Brexit preparation costs, and CoLP secured funding for upfront investment and contingency plans. Funding may also be available from the Home Office, however, no such funding was available during 2018/19.

9 Use of Reserves

9.1 The Police reserves position is summarised in Table 13 below. The Police General Reserve was fully utilised in 2018/19 and drawdowns were made from the Transformation Reserve and the Action Fraud reserve to match expenditure. It is anticipated that the POCA reserve will be fully utilised in 2019/20.

Table 13

	Opening Balance (£M)	Projected Spend (£M)	Projected Closing Balance (£M)
General	0	0	0
POCA	(2.53)	2.53	0
Action Fraud	(1.71)	1.71	0
Transformational Funding	(0.06)	0.06	0
Total	**(4.3)**	**4.3**	**0**

10 Risk Management

10.1 Table 14 below identifies the key risks and mitigating controls contained within this report: (quantum included where possible)

Table 14

Risk	Risk Mitigation
Major incidents	Early engagement with the Home Office to ensure opportunities for cost recovery are maximised.
Crime Performance / Safety issues	All such issues will be reported to Members
Vacancy factor	It is challenging to maintain acceptable service levels with a vacancy factor of 81. The vacancy factor is reviewed and revised throughout the year. All recruitment is approved by the Strategic Workforce Panel.
Budget mitigations and additional pension pressure	Fortnightly strategy meetings are held with the Commissioner, Town Clerk and Police Authority Policy and Finance, reviewing and challenging budget and savings assumptions.
Overtime budget	Enhanced controls have been introduced to manage the overtime budget
Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, currently £1.4m for Officers and £0.07m for staff, however, the build-up of DWL may be subject to unplanned events over the year. Currently no financial implication, however, continues to be reviewed.

Use of agency staff	Reliance on agency staff has been greatly reduced
Further cost pressures for Action Fraud	Under review and close scrutiny
Capital Programme progress and potential slippage	The Capital Programme is monitored throughout the year, capital recharges undertaken in a timely manner. The proposed 2020/21 Capital Programme is going through the Committee process.
Brexit	Expenditure will be monitored closely, and external sources of funding will be explored. A bid for £0.9m was previously submitted to the Corporation covering potential risk. So far this year we have spent £0.04m
Events policing	Finance Business Partners will work closely with services to ensure chargeable events policing is captured in a timely manner and recharged accordingly.
Vehicle fleet management	A Strategic Fleet Management Group chaired by the Assistant Commissioner has been re-established and is monitoring Financial risk around replacement spend. A loan of £1.8m from the Corporation has been approved for the capital scheme relating to vehicles. To date, £0.8m has been released in respect of the purchase of vehicles. Discussions are taking place to release the remainder, or vehicles will be funded from the revenue budget.

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Committee Performance & Resource Management (Police) Committee	Date: 7 February 2020
Subject: Police Funding Settlement 2020/21 and impact on MTFP	Public
Report of: PA Treasurer	For Information
Report author: Alistair Cook Head of PA Finance	

Summary

An updated Police MTFP was presented to the MTFP Working Party meeting on 10 January 2020 and informed the Efficiency & Performance Sub and Audit & Risk Management Committee meeting meetings in January 2020. The funding assumptions in the MTFP were subject to the Police Funding Settlement which was subsequently announced on 22 January 2020.

The settlement was higher than that provided in the MTFP by a net £3.4m, due largely to an uplift in officers towards the Prime Minister's commitment for 20,000 additional police officers. It also included a £0.8m increase in the Precept Grant. Additionally the settlement provides for future access to a further £1.2m for uplift which has been withheld and ringfenced by Home Office pending progress on recruitment.

Table 1 compares and contrasts the settlement outcome with the 19/20 settlement and the MTFP assumptions for 20/21.

Table 1

	19/20 £m	20/21 MTFP assumptions £m	20/21 Settlement £m	Variance from MTFP assumptions £m
1.Core grant	52.4	53.4	52.4	(1.0)
2 Unringfenced increase to core grant for Uplift			3.9	3.9
3.NICC	4.8	4.8	4.8	0
4.Precept grant	2.7	2.7	3.5	0.8
5.Pension grant	0.8	0.8	0.8	0
6.Capital grant	0.4	0.4	0.1	(0.3)
7. Council Tax legacy grant	0.1	0.1	0.1	0
Total	**61.2**	**62.2**	**65.6**	**3.4**
Council Tax freeze grant (treatment to be confirmed)	0.2 – not part of Police settlement		0.2	0.2
Uplift – ringfenced and not yet allocated pending progress on 2			1.2	1.2

The Force is updating its draft 20/21 budget for the settlement. Finalisation of this budget will be subject to confirmation of resource allocation decisions on growth posts.

The Home Office's rationale for reduction in the capital grant was that revenue grants can be used flexibly for capital purposes. The MTFP assumes a deduction of £0.4m capital grant from the costs of Force capital priorities prior to calculating the capital financing assumptions. So the £0.3m reduction in capital grant will need to be made good from the revenue settlement – or capital financing charges will need to be increased accordingly.

The net impact of the Settlement on balanced finances for 20/21 currently remains unchanged, subject to resource allocation decisions. It also makes only marginal differences to the £3m pa deficits in the subsequent years of the MTFP. An updated MTFP will be produced in line with member approval of the 20/21 Force budget.

Recommendation

Members are asked to note the Police Funding Settlement for CoLP and the impact this has on the MTFP.

Background Papers

Police MTFP update to MTFP Working Party, 10 January 2020.

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Committee(s)	Date(s):
Police Performance and Resource Management Committee	7th February 2020
Subject: CoLP Provisional Revenue and Capital Budget 2020/21	**Public**
Report of: Commissioner of Police Pol 15-20	**For Information**
Report author: Cecilie Booth, Chief Operating and Finance Officer	

Summary

This report sets out the provisional revenue budget for 2020/21, for subsequent submission to the Finance Committee.

The Medium Term Financial Plan (MTFP) has been updated during 2019 with joint working between the Police Authority and the Force. The updated MTFP was presented to the Police Authority Board in November 2019, showing a deficit of £0.5m. This budget gap has now been closed for 2020/21, and there are residual deficits of approximately £3m p.a. thereafter over the life of the plan. This includes an increase in resource allocation to accommodate the growth bid of 67 new posts at a cost of £5.4m from the 2020/21 financial year.

During 2019/20, a full deep dive review has been undertaken of all police budget areas, both pay and non-pay. A Full Cost Recovery model is now in place, which will be applied to funded units and commercial / non-core activity wherever possible.

Recommendation(s)

That Members note this report and the provisional 2020/21 revenue budget

Main Report
Background and Current Position

1. The starting point for the 2020/21 revenue budget is based on comparable activity and resourcing levels to the 2019/20 budget, with an agreed establishment of:

   840 officers
   518 staff

2. The above includes 67 new posts as approved in the 2018/19 growth bid, but not the 44 new officers, which is the CoLP share of the 20,000 national police officer uplift.

3. An update on the Medium Term Financial Plan (MTFP) was presented to the Police Authority Board in November 2019, where Members noted the current financial position.

Latest Revenue Budget for 2019/20 and Projected Outturn

4. The Quarter 3 budget monitoring report projects a year end overspend of approximately £0.6m, which includes the full year effect of the unexpected increase in the employers' contribution to police officers pension to 31%. This also includes full use of the POCA reserve. Work continues to bring the position back within budget by the end of the year. The Q3 summary position is outlined in Table 1 below, with a detailed breakdown in Appendix 1.

Table 1

	2019/20 Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Projected Outturn £m	Projected Variance £m
Total Pay	102.7	77.0	60.2	(16.9)	101.7	(1.1)
Non-Pay	39.7	29.8	20.8	(9.0)	42.8	3.2
Total Expenditure	142.4	106.8	81.0	(25.8)	144.5	2.1
Total Income	**(69.0)**	**(51.7)**	**(32.0)**	19.7	**(70.5)**	**(1.5)**
Funding	**(73.5)**	**(55.1)**	**(36.7)**	18.4	**(73.5)**	**0.0**
Total	**0.0**	**0.0**	**12.2**	**12.3**	**0.6**	**0.6**

Police Funding Settlement 2020/21

5. On the 22nd January 2020 the police funding settlement was released. This includes additional funding in respect of the officer uplift. Discussions are taking place with the Police Authority as to the implications of the settlement on the 2020/21 budget. The main movement relates to the inclusion of funding for the officer uplift. The table below summarises the settlement position and movement against assumptions.

Table 2

Funding	19/20 Funding £m	MTFP Funding £m	20/21 Settlement £m	Change from 19/20 and 20/21 Settlement £m	Change from 20/21 MTFP and 20/21 Settlement £m
HO core grant	(52.4)	(53.3)	(56.3)	(3.9)	(3.0)
HO Council Tax Freeze Grant	(0.1)	(0.1)	(0.2)	(0.2)	(0.2)
NICC	(4.8)	(4.8)	(4.8)	0.0	(0.0)
Precept Grant	(2.7)	(2.7)	(3.5)	(0.8)	(0.8)
HO Pension Grant	(0.8)	(0.8)	(0.8)	(0.0)	(0.0)
Total Revenue	**(60.8)**	**(61.7)**	**(65.7)**	**(4.9)**	**(3.9)**

Funding	19/20 Funding £m	MTFP Funding £m	20/21 Settlement £m	Change from 19/20 and 20/21 Settlement £m	Change from 20/21 MTFP and 20/21 Settlement £m
Uplift	(0.2)	0.0	(1.2)	(1.0)	(1.2)
Total Uplift	**(0.2)**	**0.0**	**(1.2)**	**(1.0)**	**(1.2)**

Funding	19/20 Funding £m	MTFP Funding £m	20/21 Settlement £m	Change from 19/20 and 20/21 Settlement £m	Change from 20/21 MTFP and 20/21 Settlement £m
Capital Grant	(0.4)	(0.4)	(0.1)	0.3	0.3
Total Capital	**(0.4)**	**(0.4)**	**(0.1)**	**0.3**	**0.3**

Funding	19/20 Funding £m	MTFP Funding £m	20/21 Settlement £m	Change from 19/20 and 20/21 Settlement £m	Change from 20/21 MTFP and 20/21 Settlement £m
Total Funding	**(61.4)**	**(62.1)**	**(67.0)**	**(5.6)**	**(4.9)**

6. The increase in core grant represents the additional funding to deliver the officer uplift. In addition to this, ringfenced funding of up to £1.2m has been allocated to reimburse qualifying costs in respect of the uplift. This is not a guaranteed amount in 2020/21 and is to be paid quarterly in arrears subject to progress on the officer uplift.

7. Capital grant has been reduced due to a reprioritising of capital main grant to national priorities. This results in a reduction of £300k to us. However, the increase in precept grant can be used to offset this given the funding assumption within the capital programme.

Latest Revenue Budget 2019/20 and Proposed Revenue Budget for 2020/21

8. The 2020/21 revenue budget is summarised in Table 3 below. Further details are provided in Appendix 2 and 3. Expenditure and adverse variances are presented in brackets.

9. As shown in Appendix 1 and 2, the pay budget has increased from £98m in 2019/20 to £112m in 2020/21. The main reasons for this are:

   a. Increased workforce
   b. Pay awards and pay progression
   c. Increased pension costs

d. Vacancy factor of £1.7m across the workforce (£3.7m in 2019/20)

10. There is a movement between Supplies and Services and Third Party Payments, the reason for this is simply the re-allocation of costs between these two budget lines.

Table 3 - Revenue Budget

	Original Budget 2019/20 £m	**Proposed Budget 2020/21 £m**
Expenditure	(134.1)	(146.8)
Income	61.4	65.9
Total Net Expenditure	(72.7)	(80.9)
Funded by:		
Core Grant	57.1	58.1
Premium	13.0	13.8
Precept Grant	2.7	2.7
Home Office Pension Grant	0.0	0.8
Contact Centre	0.0	0.6
Capital Priorities Financing	0.0	(0.5)
CoL funding of growth	0.0	5.4
Resources (Cash Limit)	72.7	80.9
Funding Gap	0.0	0.0
Transfer from Reserves	0.0	0.0
Net Funding Gap (cover required from City Fund)	0.0	0.0

11. The budget does not include annual costs of £242,000 relating to the use of Middlesex Street Car Park as part of the accommodation programme. The Commissioner has written to the Chamberlain to ask for an uplift in the budget to cover these additional costs as referenced in at your November Board (See OR /24/2019/P).

Income

12. The Force receives income and funding from a range of sources, as set out in Table 4 below. As and when there is a negotiation point in existing contracts or as and when existing contracts are due to expire, the Full Cost Recovery model will be applied as a starting point for negotiation.

Table 4 - 2020/21 Income and Funding Streams

Income Type	Name	Total £'000
Specific grants	Police Pensions Grant	(i)(23,000)
	Counter Terrorism Policy Grant	(6,268)
	Action Fraud Managed Service	(5,500)
	National Cyber Security Programme	(5,410)
	Action Fraud National Fraud Intelligence Bureau	(4,000)
	National Lead Force	(2,500)
	Economic Crime Capability Development	(1,472)
	Regional Organised Crime Unit Coordinator	(90)
	Other	(144)
Specific grants Total		**(48,384)**
Partnership	Insurance Fraud Enforcement Department (IFED)	(4,123)
	Dedicated Card & Payment Crime Unit (DCPCU)	(2,570)
	Police Intellectual Property Crime Unit (PIPCU)	(2,053)
	Police Transport Grant	(1,884)
	Cyber Griffin	(450)
	Lloyd's Partnership	(409)
	Late Night Levy	(300)
	Policing the Bridges	(290)
	London Safety Camera Partnership	(269)
	Economic Crime Victim Care Unit	(210)
	Tower Bridge	(92)
	Volunteer Police Cadets	(5)
Partnership Total		**(12,655)**
Fees & Charges	Academy Income Budget	(1,204)
	Counter Terrorism - Bank of England	(1,000)
	Proceeds of Crime Act (POCA)	(600)
	Capital - Salaries recharge	(516)
	International Training and Development Team	(450)
	Counter Terrorism	(160)
	Other	(911)
Fees & Charges Total		**(4,841)**
Grand Total		**(65,881)**

Note:

(i)   £23m Police Pension grant relates to the contribution to the Officers pension scheme which is fully funded by Home Office grant. This has increased from £20.4m in 2019/20 to £23m in 2020/21. Additionally, the 2020/21 budget incorporates the 2019/20 increase in employer contribution rates for officers to 31% and £1m additional costs will be recharged to funders.

Capital Programme

13. New arrangements for financing the Capital Programme have been introduced from 2020/21. Capital expenditure (excluding Secure City and the Accommodation Programme) will be funded from a loan arrangement between COL and CoLP, with an annual borrowing cap of £5m. The proposed 5 year Capital Programme summary is shown in Table 5 below and the detailed Capital programme can be found in Appendix 4.

Table 5

Proposed 5 year Capital Programme

	Capital Requirements					
	2019/20	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
IT		4,103	2,668	1,961	0	8,732
Equipment		151	0	0	0	151
Fleet		250	250	250	250	1,000
Accommodation		100	50	25	10	185
TOTAL	-	**4,605**	**2,968**	**2,236**	**260**	**10,068**
ESMCP 19/20		0	2,440	2,815	1,232	6,486
TOTAL 2020/21 BIDS	-	**4,605**	**5,407**	**5,051**	**1,492**	**16,555**

Transform Programme

14. In January 2018 CoLP launched the Transform Programme with a view to design and implement a new operating model for the Force, preparing it to meet the future challenges of policing the Square Mile as well as national responsibilities around economic crime and protective security.

   The following high-level benefits were agreed:

- Improved effectiveness
- Improved efficiency
- Improved legitimacy

15. The programme has progressed through six strands of work which collectively encompass the Force's policing services; they are: *Intelligence Services; Contact and Resolution Services; Response Services; Investigation Services; Prevention / Reassurance / Engagement Services (PRE) Services;* and *Support and Enabling Services*.

16. The financial implications (savings) identified through the Transform Programme have been incorporated in the 2020/21 Savings Tracker (totalling £5.7m), as shown in Appendix 5. A working party has been established to

oversee and monitor the Savings Tracker, and regular updates will be presented to Members via the quarterly budget monitoring reports.

Reserves

17. Police General Reserves were fully utilised in 2018/19.

18. It is anticipated that the Proceeds of Crime Act (POCA) reserve will be fully utilised in 2019/20 to fund the half year effect of the growth bid and if possible, other residual overspends.

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2019/20 Detailed Revenue Budget and Projected Outturn with Proposed 2020/21 Budget

	19/20 Latest Budget £m	Budget YTD £m	Actual (Q3 YTD) £m	Variance YTD £m	Forecast £m	Projected Variance £m	20/21 Budget £m
Pay							
Officers – net	50.7	38.1	39.0	0.9	51.3	0.5	58.1
Staff – net	24.9	18.7	17.0	(1.6)	22.8	(2.1)	25.9
Overtime	2.0	1.5	1.8	0.3	2.9	0.9	2.0
Agency	2.4	1.8	1.3	(0.5)	2.5	0.1	1.3
Indirect employee costs	2.2	1.7	1.1	(0.6)	1.8	(0.4)	2.2
Pensions Contrib.	20.4	15.3	0.0	(15.3)	20.4	0.0	23.0
Total Pay	**102.7**	**77.0**	**60.2**	**(16.9)**	**101.7**	**(1.1)**	**112.5**
Non-Pay	**39.7**	**29.8**	**20.8**	**(9.0)**	**42.8**	**3.2**	**34.3**
Total Expenditure	**142.4**	**106.8**	**81.0**	**(25.8)**	**144.5**	**2.1**	**146.8**
Income							
Specific Grant	(52.2)	(39.2)	(23.5)	15.7	(51.8)	0.4	(48.5)
Partnership	(13.6)	(10.2)	(6.4)	3.8	(14.9)	(1.3)	(12.7)
Fees & Charges	(3.2)	(2.4)	(2.1)	0.2	(3.8)	(0.6)	(4.7)
Total Income	**(69.0)**	**(51.7)**	**(32.0)**	**19.7**	**(70.5)**	**(1.5)**	**(65.9)**
Funding	**(73.5)**	**(55.1)**	**(36.7)**	**18.4**	**(73.5)**	**0.0**	**(80.9)**
Underlying Deficit	**0.0**	**0.0**	**12.2**	**12.3**	**0.6**	**0.6**	**0.0**
Use of reserves	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revised Deficit (pre-mitigation)	**0.0**	**0.0**	**12.2**	**12.3**	**0.6**	**0.6**	**0.0**

Revenue Budgets 2019/20 to 2020/21

	Original Budget 2019/20 £m	Proposed Budget 2020/21 £m
Expenditure		
Employees	(98.9)	(112.5)
Premises	(3.6)	(2.6)
Transport	(1.4)	(1.9)
Supplies and Services	(11.0)	(19.9)
Third Party Payments	(20.4)	(8.8)
Revenue Contribution to Capital	0.0	0.0
Central Support Services & Capital Charges	(3.6)	(3.5)
Charges across Funds	0.1	0.1
Cashable savings target (Unallocated)	4.6	2.3
Total Expenditure	**(134.1)**	**(146.8)**
Income		
Government Grants	46.6	48.5
Other Grants, Reimbursements & Contributions	11.8	12.7
Customer, Client Receipts	3.1	4.7
Total Income	**61.4**	**65.9**
Net Expenditure before transfer from Reserves	**(72.7)**	**(80.9)**
Funded by:		
Core Grant	57.1	58.1
Business Rates Premium	13.0	13.8
Precept Grant	2.7	2.7
Home Office Pension Grant	0.0	0.8
Contact Centre	0.0	0.6
Capital Priorities Financing	0.0	(0.5)
CoL funding of growth	0.0	5.4
	72.7	80.9
Deficit	**0.0**	**(0.0)**
Transfer from Reserves	0.0	0.0
Total Net Expenditure	**0.0**	**(0.0)**
Estimated General Reserve at 31 March	**0.0**	**0.0**

Support Services and Capital Charges

Support Services & Capital Charges from/to Police Committee	Original Budget 2019/20 £'000	Proposed Budget 2020/21 £'000	Note Ref
Support Services and Capital Charges			
City Surveyor's Employee Recharge	198	135	
Insurance	402	401	
IT Recharges – Chamberlain	427	357	
Capital Charges	5,655	5,655	
Capital Contras	(5,590)	(5,590)	
Notional capital charges	0	0	
Admin Buildings	1,051	1,387	(i)
Support Services	1,412	1,201	(ii)
Total	**3,555**	**3,546**	
Recharges Within Fund			
Licence fees – Port Health & Environmental Services Committee	18	18	
Total	**18**	**18**	
Recharges Across Funds			
Heating Recharge - Finance - Guildhall Admin	90	90	
Policing the Bridges	(242)	(242)	
Remembrancer's Recharge - Policy & Resources - City's Cash	22	22	
Total	**(130)**	**(130)**	
TOTAL POLICE COMMITTEE	**3,443**	**3,434**	

Notes:

(i) Share of Guildhall premises costs based on floor area. Variations reflect the phasing of the cyclical works programme

(ii) Support Services covers charges from the Chamberlains, Comptroller and City Solicitor, Town Clerk and City Surveyor's departments

Detailed Proposed 5 year Capital Programme

No.	Directorate	Category	Need: Brief Outline of what you want	2019/20	2020/21	2021/22	2022/23	2023/24	Total
						Capital Requirements			
8	I&I	IT	PowerBI – a Forcewide self-service data analytics and performance management tool which would sit over our operational crime data, department, unit and individual officer performance reports		84,000				84,000
9	I&I	IT	NHS Custody link		30,000				30,000
10	Crime	IT	New module for Chronicle system – PIP module to accurately record and monitor PIP status for accredited detective across CoLP.		40,000				40,000
11	Crime	IT	E Discovery tool - forcewide solution for recovery of large volumes of data. Network distribution solution for the force dealing with complex disclosure issues.		300,000				300,000
12	BSD	IT	This is the unfunded value outstanding from 2019/20- I have just split it across three years for the purposes of calculating affordability. See Appendix 3		2,085,000	2,390,000	1,950,000		6,425,000
13	BSD	IT	Oracle 12.2 platform upgrade		119,700	277,500	11,200		408,400
14	UPD	IT	Custody CCTV Upgrade		176,000				176,000
15	BSD	IT	AV Refresh		135,500				135,500
17	I&I	IT	GIS Upgrade		150,000				150,000
20	BSD	IT	Digital Interview Recording Solution		368,788				368,788
21	I&I	IT	Covert Camera System		155,000				155,000
22	Crime	IT	Body Worn Camera		270,481				270,481
22	Crime	IT	Body Worn Camera - growth		188,893				188,893
			TOTAL IT		**4,103,362**	**2,667,500**	**1,961,200**	**-**	**8,732,062**
16	UPD	Equipment	Tasers		7,554				7,554
18	I&I	Equipment	Tactical Illuminators		76,000				76,000
19	UPD	Equipment	Positive Lock Baton		67,860				67,860
			TOTAL Equipment		**151,414**	**-**	**-**	**-**	**151,414**
4	BSD	Fleet	Vehicle Fleet Replacement Project		250,000	250,000	250,000	250,000	1,000,000
			TOTAL Fleet		**250,000**	**250,000**	**250,000**	**250,000**	**1,000,000**
6	BSD	Accommodation	Essential estate / security upgrades		100,000	50,000	25,000	10,000	185,000
			TOTAL Accommodation		**100,000**	**50,000**	**25,000**	**10,000**	**185,000**
			TOTAL		**4,604,776**	**2,967,500**	**2,236,200**	**260,000**	**10,068,476**
			ESMCP 19/20 Not funded			2,439,899	2,814,977	1,231,567	6,486,443
			TOTAL 2020/21 BIDS		**4,604,776**	**5,407,399**	**5,051,177**	**1,491,567**	**16,554,919**

2020/21 Savings Tracker

Ref	Saving Name	Description	Pay / Non-Pay	Confid ence H / M / L	2020/21 £000	Saving Delivery	Action Plan
1	New Target Operating Model (structural element)	Removal of duplicated posts and improved rank / grade ratio.	Pay	H	700	G	Saving achieved - Posts held in Holding Branch pending finalisation of Target Operating Model.
2	Greater use of automation and self-service	Reduction in back office costs and administrative functions through expansion of internal self-service facilities incl. overtime / expenses	Pay	H	100	G	Saving achieved - 2 posts have already been removed from the finance structure due to reduction in transactional processing requirements and 1 from HR. A further post will be removed from HR in 2020/21
3	Enlarging the 'police family' incl. increased use of CSAS powers	Reduction in variable costs (e.g. overtime linked to the policing of major events such as LMS / London Marathon / Christmas Campaign	Pay	M	100	G	Saving achieved - Changes to variable shift patterns introduced in order to reduce the need for overtime. Saving applied to overtime budget
4	Improved use of existing resources - overtime	Reduction in variable operational costs (e.g. overtime payments) through the introduction of variable shift patterns	Pay	H	50	G	Saving achieved - Changes to variable shift patterns introduced in order to reduce the need for overtime. Saving applied to overtime budget
5	Improved use of existing resources - annualised hours	Better deployment of officers in support of Operational Orders through introduction of annualised hours shift pattern	Pay	M	200	A	Saving to be achieved through reduction in overtime budget. May not achieve full year effect (Q4 only), so additional savings may have to be found in other areas. Under review.
6	Participation in efficiency related national policing programmes - NEP	National Enabling Programme (NEP) will provide central IT spine across policing. Efficiency estimate based upon range of 10 – 20% saving on existing IT cost	Non-pay	L	1,300	R	Proposal includes a number of work streams including the National Enabling Programme, Single Online Home, Emergency Services Network and National Law Enforcement Data Service. Unlikely to realise full saving requirement in 2020/21. Series of business change and benefit workshops have been programmed in for January in respect of NEP use cases. Following these workshops Deloitte will be producing a Benefits report on the likely efficiencies and savings from adoption of the NEP. National Enabling Programme (NEP): Mint Tulip consultants estimate a revenue saving of £300K pa. Emergency Services Network (ESN): CoLP's estimated share of national revenue savings is £400K pa.

							National Enabling Programme (NEP): Will deliver a reduction in staffing costs through collaborated service delivery and automated processes (£600K).
7	Participation in efficiency related national policing programmes - NCB	National Commercial Board (NCB) programme predicts savings of £350m across policing. Pro rata, CoLP share would be circa £2m p.a. Recognising the force's existing level of local authority collaboration – expectation is 10 – 20% of this figure.	Non-pay	L	-	A	No saving required for 2020/21. Future arrangements to be progressed for 2021/22
8	IT Transformation - Rationalisation of existing systems	Subsuming functionality within the force's existing Record Management System (Niche RMS). Deletion of licencing costs for existing forensic / operational diary solutions	Non-pay	M	-	G	Niche forensic model - time savings in existing forensic systems. Remains on review for 2021/22
9	IT Transformation - Rationalisation of IT hardware	30% reduction in monthly SIM / contract costs	Non-pay	H	20	G	Full review of equipment, devices and lines being undertaken by IT. Review of telephone contracts also underway.
10	Income Generation	Commercial opportunities including sale of merchandise in partnership with MPS, Driving School and Firing Range	Non-pay	H	250	G	New income stream from merchandising (£50,000), Driving School (£100,000) and Firing Range (£100,000). Arrangements are being progressed
	Increase in commercial activity	Development of new income generating commercial services within International Development & Training Unit. Renegotiation of existing contracts already in progress. Review of fees and charges full cost recovery and funded units.	Non-pay		700	G	Saving to be delivered through the following arrangements - Sponsorship (£100,000), International training (£100,000), Review of funded Units (£250,000), Review of fees and charges (£50,000), Renegotiation of existing contracts (£200,000). Future year opportunities through the Eastern BID.
11	Digitisation of external services	Roll-out of on-line payments for fines and linked enforcement activity (e.g. administration process for seized vehicles)	Non-pay	M	100	A	Handheld devices to enable spot fines not currently charged (£50,000). Introduction of online payments (£50,000)

12	Expanding collaborative opportunities (3ES / other public organisations)	Joint service provision of offender management and mental health services	TBC	L	-	A	Savings to be identified for 2021/22
13	Cessation of non-core activities	Withdrawal of services out with the force's core mandate - Coroner's service 1 FTE	Pay	H	60	G	Saving delivered - post removed from budget
14	Average salary reduction through recruitment policy	Bringing in new recruits at the lower end of the pay band as opposed to the higher end	Pay	H	400	A	Saving equates to 16 PC vacancies costed at the top of the grade but filled by probationers. Difference between top and bottom of the grade is £25,000. Vacant posts costed at top of the grade. Current workforce predominantly at the top of grade. Vacancy management will increase this further.
15	Estates / FM	Efficiencies in FM spend across the estate. Linked to the shared services review, aim to eliminate duplication between COL and CoLP	Non-pay	M	170	A	Saving to be delivered from review of 24/7 manned reception and security arrangements at GYE.
16	Support services	Review of support service provision. Clearer alignment between COL and CoLP and reduction in duplication and inefficiency. Including Procurement, Transactions, IT, Corporate Comms. Using HMIC and CIPFA benchmarks.	TBC	M	350	A	Savings from duplication between COL and CoLP. Main areas Procurement, FM and IT, followed by Corporate Comms, Project Management, Strategic Unit, Finance and HR. Shared service review progressing jointly between COL and CoLP
17	Asset Recovery	POCA and asset recovery income	Non-pay	H	100	G	A more proactive approach to asset recovery. Identification of all regional grants and funding and shared arrangements with MPS.
18	Roll out of new accommodation, Estates and Fleet	Closure of Snow Hill and Wood Street Police Stations. Rationalisation of existing FM contracts and fleet replacement	Non-pay	M	1,130	A	Saving to be delivered through the closure of Snow Hill and Wood Street. Budgets have been removed as part of detailed budget setting. Saving includes closure of Shakespeare Tower. Delays to closure of Wood Street will put pressure on achieving the full saving in 20/21
					5,730		

Committee(s)	Dated:
Performance and Resource Management (Police) Committee	7th February 2020
Subject: Internal Audit Update Report	**Public**
Report of: Matt Lock, Head of Audit and Risk Management	**For Decision**
Report author: Jeremy Mullins, Audit Manager	

Summary

The purpose of this report is to provide the Committee with an update on the work of Internal Audit that has been undertaken for the City of London Police (CoLP) and the Police Authority since the last report in November 2019.

Since the November 2019 Committee meeting three draft reports have been issued: Police Premises Expenditure; Police Payroll and Overtime; and Transform Change Programme Phase 1. The fieldwork for two of the three remaining audits in the 2019/20 plan has been initiated; Workforce Planning; and Financial Forecasting, with Transform Change Programme Phase 2 to follow. The final audit report has been issued in respect of Police Front Desks.

The draft operational Internal Audit Plan for the financial year 2020/21 is included within this report for your observations and approval. There are 86 audit days included within the Audit Plan for the City of London Police and a further 35 days for the Police Authority.

There were six "live" recommendations at 30th November 2019 There are currently three "live" recommendations. The following table provides summary details of the current status of the 16 "live" recommendations as at 30th June.

	Red	Amber	Total
Number Implementation Evidenced		4	4
Number Revised Implementation Date Provided	1	1	2
Total	**1**	**5**	**6**

Recommendation

Members are asked to:

- Provide observations on and endorse the Internal Audit Plan 2020/21
- Note the report.

Main Report

Background

1. This report has been prepared to provide Members with an update in relation to Internal Audit work undertaken since the last update, provided to the November meeting of this Sub-Committee and the current position with regard to open Audit recommendations. The report also introduces the proposed Internal Audit plan for 2020/21.

Summary of Audit Work Completed Since the November Update

2. One final audit report has been issued (Police Front Desks). There is one further review which, while only at draft report stage, resulted in no open recommendations and so is substantially complete. A summary of the status of planned audit work for 2019/20 is included as Appendix 1, the details of the recently completed work is summarised below:

Police Front Desks – Amber Assurance

3. The objectives of this review were to verify that adequate arrangements are in place to support the functions of the Police front desks, specifically:

*   Policies and procedures for key activities
*   Physical cash handling and banking
*   Receipt, recording and security of goods and property
*   Logging crime Incidents

4. Weaknesses were identified and recommendations made in the following areas:

*   Completeness of records relating to cash taken and held
*   Infrequent transfer of cash from front desks to Finance for banking
*   Accuracy and completeness of records relating to goods and property taken
*   Adequacy and completeness of documentation to evidence the return of goods and property to owners.
*   Limited reporting and Management information is available from the IT system used to record front desk operations

Transform Change Programme – Phase 1 – Green Assurance

5. While audit activity would ordinarily be reported following the issue of the final audit report, it is not anticipated that there will be any material amendments to the Transform Programme – Phase 1 draft report. The objective of this review was to provide some initial assurance through a desktop review of documentation available as to the adequacy of arrangements in place to support the delivery of the Transform Programme, specifically that:

*   A strategy has been developed, discussed and approved
*   The strategy is appropriately communicated to staff

- All those involved in the Transform Programme are actively engaged

6. Audit testing identified three key weaknesses and recommendations were raised in relation to:

   - The need to obtain formal approval of the project mandate and ensure that this is captured in minutes
   - Documenting timeframes in relation to the medium and long-term projects and initiatives within Transform
   - Recording details of expected benefits and savings of projects and scrutiny and tracking of these

7. This resulted in an Amber assurance opinion although, following a delay in issuing the draft audit report, some further testing was undertaken to establish whether these findings remained valid. Sufficient evidence was seen to demonstrate that the issues identified had been addressed to a level of adequacy commensurate with the maturity of the programme and so they were closed and removed from the report prior to issue.

8. Members should note that this review was undertaken to a very limited scope and, as a desktop exercise, involved limited testing. Furthermore, this work represents a point in time and so cannot be taken as an assurance opinion of the current programme status. A second and more in-depth Internal Audit review is planned.

Corporate Wide Audits 2019-20

9. The following corporate wide audits have been included within the Internal Audit Plan 2019-20. Where findings and agreed recommendations impact on the City Police, the Sub-Committee will be advised of the details. Corporate Wide audit work has not resulted in any recommendations that directly impact on the City Police to date.

   - Corporate Wide Project Management
   - GDPR Compliance
   - Fire Safety Management
   - Asset Management

Implementation of Audit Recommendations

10. In addition to the 5 recommendations made by the Front Desks audit, there are 4 "live" recommendations at 23 January 2020: one Red Rated and 3 Amber Rated. Full details of these recommendations are included in Appendix 2, two Amber recommendations have not been implemented and revised implementation dates have been set for the remaining two.

11. The live Red recommendation relates to the adequacy of the budget setting process, this was originally due for implementation as part of the 2019/20 budget setting, although not implemented. A revised target date has been set in-line with the budget setting process for the forthcoming year.

Draft Internal Audit Plan 2020/21

12. Following consultation with the Assistant Commissioner and Senior Leadership (including the Police Authority) a draft internal audit plan has been prepared and is set out in Appendix 3. The audit plan is aligned to the City of London Police Corporate Plan. The Internal Audit Section does not examine operational policing activities which are subject to various external assurance regimes, including Her Majesty's Inspector of Constabularies.

Conclusions

13. Work is progressing on the 2019-20 Internal Audit Plan, Members are asked to note the key findings of audit work undertaken since the last update and the status of outstanding recommendations made.

14. The 2020/21 draft Internal Audit Plan has been prepared in consultation with Senior Leadership and having given to consideration of the Corporate Plan.

Appendices

- Appendix 1 - Schedule of Internal Audit Planned Work
- Appendix 2 – City Police and Police Authority Internal Audit Plan 2020/21
- Appendix 3 - Schedule of Audit Recommendation Follow-up Activity as at 23 January 2020

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City Police - Schedule of Internal Audit Projects

Project	Planned Days	Current Stage	Total Red	Total Amber	Total Green	Total
Police Key Financial Controls An examination of the financial administration of the CoLP	20	Completed (Mazars Delivery)	3	9	-	12
Police Key Financial Controls – additional testing	10	Completed (Mazars Delivery)	-	5	-	5
Interpreters Fees A probity exercise comparing a sample of claims to guidance will be undertaken.	5	Completed (Mazars Delivery)	0	2	2	4
Police Accommodation Programme To examine the reasons why the estimated cost of the original police accommodation programme increased from £40million to £124million.	15	Completed (In-House Delivery)	5	0	0	5
Fleet Street Accommodation Programme An audit to determine the impact of "lessons learned" from the previous accommodation programme.	15	Completed (In-House Delivery)	0	2	0	2
Police Procurement Contract Management The audit will examine the way in which the Force manages contracted service provision for a sample of contracts.	10	Draft Report (Mazars Delivery)				
Police Front Desks (including income collection and banking) The purpose of this audit is to determine the adequacy of controls exercised by Police Station front desks over the	10	Completed (Mazars Delivery)	1	4	0	5

Project	Planned Days	Current Stage	Total Red	Total Amber	Total Green	Total
handling of seized goods (including cash), lost property, and income for services.						
Police Premises Expenditure This audit will examine the controls over identifying faults and arranging building repairs. It will also look at the control over payments of utility bills and initiatives to reduce energy consumption.	15	Draft Report (In-House Delivery)				
Payroll and Overtime The purpose of this audit is to examine the controls in place to ensure that officers are paid the correct salary in accordance with contracts of employment. In addition, it will examine the veracity of overtime payments made to officers.	15	Draft Report (Mazars Delivery)				
Transform Change Programme Phase 1 desktop review of high-level design.	6	Draft Report (Mazars Delivery)	0	0	0	0
Transform Change Programme Phase 2 Assurance: quality of planning; confidence of delivery (implementation capability and capacity); efficiency planning and tracking.	14	Not initiated (in-house Delivery)				
Workforce Planning	15	Fieldwork (Mazars Delivery)				

Project	Planned Days	Current Stage	Total Red	Total Amber	Total Green	Total
This audit will examine the process for determining the level of staffing the Force requires and how planned staffing numbers are to be achieved.						
Financial Forecasting The purpose of this audit is to provide assurance on the process for the control of net expenditure.	20	Fieldwork (Mazars Delivery)				

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Schedule of audit recommendation follow-up activity as at 23 January 2020

Audit	Recommendation	Management Responses	Target Dates	Status
Key Financial Controls 2018-19	The budget-setting process should incorporate: • 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. **Reference: MK2998** **Assurance Rating: Red**	***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.	**Original** 31 March 2019 **Revised** 30 April 2020	NOT YET IMPLEMENTED The budget setting process for 2020/21 will address this recommendation. The process will start in September 2019 and flow through to the start of the new financial year. The revised implementation date is April 2020. In view of this it will be appropriate to include an audit of budget setting processes within the 2020/21 Internal Audit Plan.

Audit	Recommendation	Management Responses	Target Dates	Status
Key Financial Controls 2018-19	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. **Reference: MK3005** **Assurance Rating: Amber**	***Initial Response*** Work has already started on improving management information provided to budget holders. This work will be developed further with the corporation to see if a dashboard can be developed through the Corporations Oracle platform.	**Original** 31 March 2019 **Revised** 31 March 2020	PARTIALLY IMPLEMENTED The monthly reporting pack is being developed further to provide more meaningful information. The development of a meaningful dashboard in Oracle needs to be taken forward with the Corporation. Revised Implementation dates are as follows: August 2019 for further developed reporting pack. March 2020: for Oracle dashboard.

Audit	Recommendation	Management Responses	Target Dates	Status
Interpreter Fees 2018-19	The NRPSI registration number should be recorded on the Interpreters Claim Form and checked as part of the claim process. Where the interpreter reference number cannot be included on the Claim Form, it should be annotated accordingly with the reason, before being submitted for payment. Where either the reference number is not quoted or an explanation not provided, the Form should be returned to the station using the interpreter for full completion. Where appropriate, the station should make arrangements for the interpreter to be added to the NRSPI, following completion of the usual checks. **Reference: MK3203** **Assurance Rating: Amber**	While the audit report acknowledges that the list of interpreters is managed by the MPS and that the Force is not responsible for vetting individuals or maintaining this list the recommendation highlights that the Force process should pick up where interpreter reference numbers are not provided the officer who uses the service should provide a note on the form submitted to payment so that Finance are aware of this issue. The Force accepts this recommendation	**Original** 31 October 2019	NOT YET IMPLEMENTED Internal Audit to review status during next follow up exercise.

Audit	Recommendation	Management Responses	Target Dates	Status
Interpreter Fees 2018-19	Claim Forms should be processed and sent to Finance – Accounts Payable in a timely manner to help ensure prompt payment. Claim forms should be batched and sent to Accounts Payable every two weeks rather than the current monthly process, to help ensure the interpreters are paid within 30 days. **Reference: MK3204** **Assurance Rating: Amber**	***Initial Response*** The Force accepts this recommendation	**Original** 31 October 2019	NOT YET IMPLEMENTED Internal Audit to review status during next follow up exercise.

Organisation	Auditable Area	Potential Scope	Audit Days
City of London Police	Grant Funding	Conditions of grant funding are being met, measuring delivery against these, preparedness for renewall of key grants	12
City of London Police	Key Financial Controls	undertake key control reviews on a rolling basis, total allocation of time to be split to deliver smaller, more focussed reviews	20
City of London Police	Transform	Capital funding and delivery of capital projects, achievement/tracking of savings (if not covered within 2019/20 audit work)	15
City of London Police	Procurement Cards	Use of P-cards and administration within the Force	10
City of London Police	Digital Policing	Alignment of the Force Roadmap with the national IT strategy, inclusion of this within Transform and resourcing considerations	10
City of London Police	Management of Service Contracts	Controls in place to ensure effective management and oversight of bought in services	12
City of London Police	Defendants Funds/Ceased Goods	Series of spotchecks across sites, time allocation to be spread	7
Police Authority	Value for Money Scrutiny and Oversight	Assurance as to the arrangements in place via the Police Authority Treasurer to provide effective scrutiny and oversight over Police financial management - audit time to be allocated across a sub-programme of activity spread across the year	35
		Total	121

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Committee(s):	Date(s):
Police Performance and Resource Management Committee	7th February 2020
Subject: Policing Plan 2019-20- Performance against measures for end Q3	**Public**
Report of: Commissioner of Police Pol 12-20	**For Information**
Report author: Strategic Development for AC Sutherland	

Summary

This report summarises performance against the measures in the Policing Plan 2019-20 for the period 1st April 2019 to 31st December 2019.

MEASURE	CURRENT ASSESSMENT Q3 2019-20	2nd Quarter 2019-20	1st Quarter 2019-20	4th Quarter 2018/19 ASSESSMENT	TREND
Measure 1: The number of crimes committed in the City	REQUIRES ACTION	REQUIRES ACTION	REQUIRES ACTION	REQUIRES ACTION	➡
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.	CLOSE MONITORING	SATISFACTORY	SATISFACTORY	SATISFACTORY	⬇
Measure 4: The capability and impact the Force is having against countering Fraud.	CLOSE MONITORING	CLOSE MONITORING	SATISFACTORY	SATISFACTORY	➡
Measure 5: The capability and impact the Force is having in safeguarding and protecting Vulnerable People.	SATISFACTORY	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	➡
Measure 6: The capability and impact the Force is having against countering Violent Crime.	REQUIRES ACTION	CLOSE MONITORING	CLOSE MONITORING	REQUIRES ACTION	⬇
Measure 7: The capability and impact the Force is having in policing City Roads.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡

Measure 8: The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.	**SATISFACTORY**	**SATISFACTORY**	**SATISFACTORY**	**SATISFACTORY**	➡
Measure 9: The capability and impact the Force is having against countering Acquisitive Crime.	**REQUIRES ACTION**	**REQUIRES ACTION**	**REQUIRES ACTION**	**REQUIRES ACTION**	➡
Measure 10: The level of satisfaction of victims of crime with the service provided by the city of London police.	**DATA RECEIVED but analysis still to be completed by PIU**	**DATA RECEIVED but with PIU for analysis**	**DATA NOT AVAILABLE**	**DATA NOT AVAILABLE**	**N/A**
Measure 11: The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.	**SATISFACTORY**	**Reported Annually**	**Reported Annually**	**SATISFACTORY**	➡

Recommendation

Members are asked to: Note the report.

Main Report

Background

1. This report presents Force performance against the measures published in your Police Authority Board's three year Policing Plan 2017-20 for the year 2019-20, reporting for the performance for quarter 3 to the end of December 2019. Supporting data 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 and Resource Management Committee meeting in May 2017 the report to your Committee continues to reflect the grading reported at the Force PMG and the summary table shows the trend from the previous quarter over a rolling 4 quarter period where available.

Current Position

Overview of Crime- (Measure 1- The number of crimes committed in the City)

3. A comparison for Q3 2019-20 with the same period in 2018-19 shows that:

   - The level of overall crime reported in the City has risen by 29% (1532 crimes) for the year to date based on the level of crime recorded in

2018/19. There have been 6905 crimes recorded in 2019/20 compared to 5373 for the same period in 2018/19.

- The corresponding sanction detection percentage rate for YTD to end of Q3 for all crimes is 18% and for Positive Outcome rate (including Community Resolution) is 19%.

4. National comparison – The most recent published data for national crime goes to the end of October 2019, comparing the 2019/20 financial year to date (FYTD) to the 18/19 FYTD at this point nationally there had been a 6.3% rise in crime across England and Wales with 37 out of 43 forces seeing an increase.

5. Based on the end of October national data (latest available), COLP was 41st out of 43 forces for the percentage increase being experienced. Wiltshire was the highest of all police forces (256%) with Lincolnshire following at 31.1%. Looking at national levels of crime it has been rising since February 2018 with the most recent increasing trend starting in early 2019. This is similar to the pattern we are seeing in the City, however there has been a national decrease in the last couple of months which the City has not experienced.

6. The most significant areas of *reduction* for Q3 in comparison with the same period in 2018-19 are for:

- Violence with injury (-23% decrease, -84 crimes)
- Robbery of business Property (-21% decrease, -8 crimes)
- Rape (-43% decrease, -10 crimes)
- Stalking and harassment (-27% decrease, -33 crimes)
- Theft of motor vehicle (-37% decrease, -18 crimes)
- Bicycle theft (-12% decrease, -46 crimes)

7. Successes include a decrease in bicycle theft, attributed to a prolific known bicycle theft offender having been issued with a Community Behavioural Order (CBO).

8. In terms of other reductions, the Crime Squad has been enhanced and specific roles and responsibilities have been allocated to Senior Officers in Crime around offender management and Uniformed Policing around the Patrol Strategy, with clearer lines of 'ownership'.

9. Reductions in violence with Injury may be attributed to Operation Sparta tactics which include a high visibility violent crime Task Force flooding hot spot areas on the street and on the main arterial routes. It is a partnership approach with the Metropolitan Police Service (MPS). Additionally, this may have been impacted by the Christmas Campaign.

10. With reference to Robbery of business property, although a decrease in comparison to the same period last year probably due to the overall focus on crime reduction targeting those wanted on warrant and prevention and target hardening at repeat business/ retail locations, the month of December 2019 did see a slight increase of 3 more crimes than in November 2019.

11. There has been a notable decrease in Rape in recent months with none recorded in November or December for the first time since September 2017.

What are the main issues?

12. The Policing Plan measures shown as either 'Requires Action' or Close Monitoring' for Q3 period ending 31st December 2019 are:

   - **Measure 1**-The number of crimes committed in the City is assessed as 'Requires Action';
   - **Measure 3**: The capability and impact the Force is having against countering Cyber Attacks at end of Q3 has been assessed as 'Close Monitoring' from end Q2 when it was assessed as 'Satisfactory'
   - **Measure 4**: The capability and impact the Force is having against countering Fraud at end of Q3 is assessed as 'Close Monitoring'
   - **Measure 6**- The capability and impact the Force is having against countering Violent Crime, has changed at end Q3 to be assessed as 'Requires Action' from end Q2 when it was assessed as 'Close Monitoring'.
   - **Measure 9**- The capability and impact the Force is having against countering Acquisitive Crime continues to be assessed as 'Requires Action'.

What are we doing about it?

13. Positive police action over the past 12 months continues to develop and refine tactical deployments. The Crime Reduction Strategy is in place and continues to report on progress to the Force PMG.

14. The Daily Crime Meeting is attended by the DCI and DI for Crime, and is a forum to review crime trends feeding into the Daily Management Meeting (DMM) for quick time organic tasking which has no doubt had a positive impact on reducing crime in certain areas.

15. The Performance Information Team meets with Crime, Public Protection Unit and Community Policing each month to understand operational context to emerging and existing crime trends. This is leading to greater understanding of the reasons behind the performance trends; and resulting in earlier identification of emerging trends in turn supporting proactive efforts and tasking aimed at reducing crime.

16. A series of internal Directorate, Departmental, Unit, Team and individual performance metrics continue to be developed. These are informing a series of 1:2:1 meetings led by the T/Commander Operations who continues to meet with response group and unit Inspectors to drive through performance and productivity improvements.

17. Targeted Operations are in place such as Operations Sparta (Violent Crime types) and Op Tundra (Acquisitive Crime types) and Senior Officers have been given specific responsibility and focus for offender management.

18. Further specific details of analysis and the Force's operational response is detailed below.

19. **Measure 1:** The number of crimes committed in the City
     This measure is shown as 'Requires Action' reflecting the current 29% increase in crime compared to the same period in 2018/19. Overall in volume this represents an increase of 1532 recorded crimes within the City for the first three quarters of this year.

20. The three main areas of increase by volume have been seen in the following crime categories:

     All Other Theft Offences: 854 offence increase.
     Theft from The Person: 198 offence increase.
     Drug Possession: 172 offence increase.

21. The Force Crime Strategy is targeting hotspots within the city and aims to reduce the rise in Crime. It is too early to say the exact impact his is having due to the Christmas period always having a higher crime volume, however in November the Force was reporting an in-year rise of 30% and this has reduced to 29% by the end of December so there are signs the Force activity may be having an impact.

22. The small decrease in December is out of the ordinary for the City as for most of the last five years (2018 being the exception) there have been large crime increases in December 2019. This change in direction is thought to be due to the focus and targeting of resources through the Christmas campaign Operation Cracker which saw an increased number of high visibility deployments throughout December 2019 as well as increased Project Servator activity. Other activities taking place under this operation included crime prevention community hubs and roadshows in transport hubs, deployment of an SOS bus in joint working with the local ambulance services and Support Group deploying in the City during Night Time Economy Hours.

23. **Measure 3:** The capability and impact the Force is having against countering Cyber Attacks.
     This is reflected as Close Monitoring through the Crime Plan reporting due to resourcing of the Department. The investigative team of the Cyber Crime Unit is operating with only 30% of the establishment of Constables i.e. 2 against 7. The workload is 28 investigations. The current number of staff in the High Tech Crime Unit whose work supports the investigations of the Cyber Crime Unit is adversely impacting the ability to investigate cybercrime and there is no budget allocated for outsourcing of forensic examinations and analysis. The Force is reviewing the allocation of staff to this important area of business with plans to allocate 4 officers from the 67 uplift posts.

24. **Measure 4**: The capability and impact the Force is having against countering Fraud.

This is reflected as 'Close Monitoring' through the Crime Plan reporting due to performance dropping in a number of areas. The Force however is taking steps to address these and is working to pursue fraudsters across the country.

KPA 1 (EC KPQ1): *How comprehensive is our understanding of economic crime threats and vulnerabilities?*
The number of Action fraud reports fell to 26,375 in December and all months in the quarter were just under 30,000 reports compared to the previous quarter where they all exceeded 30,000 reports. This is not unexpected as December reporting is normally lower than other months, and the figures from January will give a better indication of the overall trend.

KPA 2 (EC KPQ7): *How effectively and efficiently are we managing our resources in countering economic crime threats?*
The last two months have seen disseminations drop to 2,288 and 1,886 in November and December respectively but crime reviews, although lower than before, are still above 6,000. Work is underway to understand why less reviews are being converted into disseminations. This also forms part of the ongoing review of the triage process to identify and prioritise crimes with the most viable lines for investigation and to match force priorities where possible.

25. However, the Economic Crime Directorate continues to have an impact on pursuing serious organised criminal including Op RADIUM which is part of a NECC fraud uplift (Op OTELLO) which seeks to increase law enforcement's responses to fraud. CoLP has focussed on the disruption of courier fraud and the pursuit of offenders. 15 offenders and 9 OCGs, are being targeted coinciding with a media campaign. Victims have been provided with an enhanced service with immediate dissemination as 'calls for service'.

26. Full scrutiny of performance in this area is overseen by your Economic Crime Board who receive a full update on the ECD KPA's and provide challenge in this area of business.

27. **Measure 6:** The capability and impact the Force is having against countering Violent Crime.
This is reflected as Requires Action due to a 5% increase in Violent Crime for the financial year to date verses the 2018/19 position. This is an increase of 51 offences. The biggest increase in crime within this category is *Violence without injury* which has seen an increase in 171 offences compared to the same period 2018/19. This category is responsible for the rise in crime within this category.

28. Some of the recent increased level of reporting could be due to proactive work the licensing team have been doing with door staff in the City encouraging and empowering them to eject those people from licensed premises who are causing problems before things escalate to more serious levels. They have also been encouraged to actively report any injuries received or given and there has been great success in improving relationships and professionalism amongst door staff particularly in bars in Bishopsgate.

29. Operation Sparta tactics continue to combat violent crime in the round, which include a high visibility violent crime Task Force flooding hot spot areas on the street and on the main arterial routes. It is a partnership approach with the Metropolitan Police Service (MPS).

30. **Measure 9**- The capability and impact the Force is having against countering Acquisitive Crime.
This is reflected as Requires Action due to the increase in crime in this category by 31% compared to the same period in 2018/19, this represents an increase of 1053 offences. The three categories where crime has increased the largest by volume this year are as follows:

    All Other theft Offences: 854 offence increase.
    Theft from the Person: 198 offence increase.
    Robbery of Personal Property: 39 offence increase

31. Victim Based Acquisitive Crime has seen another slight decrease in December after the sharp increase in October 2019.

32. In relation to Robbery of Personal Property, the majority of offences take place on the street, there were no repeat locations in December. There has been a decrease in mugging type offences targeting watches this month with just one reported, the main target of robbery offences appears to be bags, wallets and cards or mobile phones. Violence against the victims generally consists of pushing, hitting or punching. There were only two phone snatches classified as Robbery this month with one being bicycle enabled.

33. In terms of addressing this, again high visibility patrols at peak times have been implemented through the patrol strategy and a 20 point initial investigation plan for Robbery has been implemented by the Crime Directorate and disseminated across the force, this will be formally put in to policy and practice through the Crime Standards board with the aim that we deliver a good standard service to all robbery victims. Crime have also designated a robbery SPOC to improve coordination of these offences.

34. In relation to All Other Theft for the financial year to date, this makes up a third of all recorded crime. A recent review of the data discovered that around half of these offences were related to items such as bags, laptops, wallets/purses and phones being stolen from individuals in cafés and licensed premises.

35. The main venues involved this month are in and around Bishopsgate and The Minories. Operation Tundra is currently the main focus for resources targeting bag thefts from licensed premises, they have seen an increase in activity in December. An Operation Tundra Problem Profile is maintained by the Force Intelligence Bureau (FIB). The profile identifies Thursday and Friday evenings as the key times for offending, this remains true in December, with specifically laptop bags and backpacks being targeted. There were three arrests related to Operation Tundra made across December resulting in one charge and remand and the other two being released under investigation. In December also there was an emerging trend for cloakroom thefts of or from jackets, particularly

around Christmas parties, the Licensing Team worked with problem premises to see if any improvements could be made to the venues to prevent further crimes and similar crimes have not been reported so far in January. This could partly be due to the crime prevention advice as well as less people attending these types of venues due to 'dry January'. Crime Squad has been increasing the number of intelligence to theft suspects and offenders in prison, checking their details against CoLPs known offenders in the City. Operation Mulberry is now also in place visiting recently released habitual theft offenders to warn them about reoffending in the City and signpost them to support services, these visits were initially being completed by Crime Directorate but have now been taken on by UPD Support Group.

36. In terms of other crime types, the majority of the Robbery Business crimes involve shoplifters making threats to retail staff before making off with goods. There was one occasion where a male used a knife while stealing a ring from a jewellers who was identified from CCTV footage and circulated to the Safer Gems network then subsequently arrested and remanded in custody within 2 days.

37. There has also been some proactive joint working with the Tower Bridge security teams this month resulting in the arrest of three pickpockets from the area, all of whom were charged and remanded to court.

38. Operation Morris is still running in terms of the recent car park thefts of and from motor vehicles but there has been little activity this month perhaps due to the success of the previous crime prevention and target hardening advice offered to the main locations – Aldersgate NCP and Queen Victoria Street. Some of the improvement can also be linked to the change in management at the Aldersgate NCP and their increased willingness to engage.

Anti-Social Behaviour

39. Although ASB is not identified in the strategic assessment as a priority for City of London, it is recognised that this is an important issue for the residents and workers and the Force, in discussion with Members agreed that this would be reported on as part of the Policing Plan measures.

40. The Categories of ASB are defined by the Home Office National Standard of Incident Recording (NSIR) and are set as part of the Home Office Counting Rules (HOCR). Rough Sleeping is not a classification category.

41. In practice rough sleeping related incidents as reported by complainants tend to fall into a number of the available categories (listed below) including – trespass, inconsiderate behaviour, begging/vagrancy, noise nuisance. Additionally, the Member suggested that the reports should not use the term 'vagrancy', however it is a descriptor as defined by the Home Office and therefore the Force, whilst understanding the sensitivities, will continue to need to use the descriptor in the data collection set.

NSIR ASB - Begging / Vagrancy
NSIR ASB - Drunken Behaviour
NSIR ASB - Inconsiderate Behaviour
NSIR ASB - Inappropriate use of Fireworks
NSIR ASB - Noise Nuisance
NSIR ASB - Shouting and Swearing
NSIR ASB - Throwing Things
NSIR ASB - Trespass
NSIR ASB - Animal Problems
NSIR ASB - Littering
NSIR ASB - Prostitution Related Activity
NSIR ASB - Vehicle Nuisance
NSIR ASB - Malicious / Nuisance Communications
NSIR ASB - Street Drinking
NSIR ASB - Nuisance Neighbours
NSIR ASB - Abandoned Vehicle

Data and response

42. Data for the calendar year 2019 January to end of October is presented as this is the latest data available. The number of ASB incidents recorded each month has been steadily increasing over the three months to the end of October 2019, averaging 114 incidents a month compared to 99 for the previous three month period. There is a slight upward trend currently but it is not statistically significant.

ASB Incidents Over Time

$R^2 = 0.1597$

Month (2019)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Incidents	81	98	130	117	91	105	101	110	112	120

ASB Incidents by Category
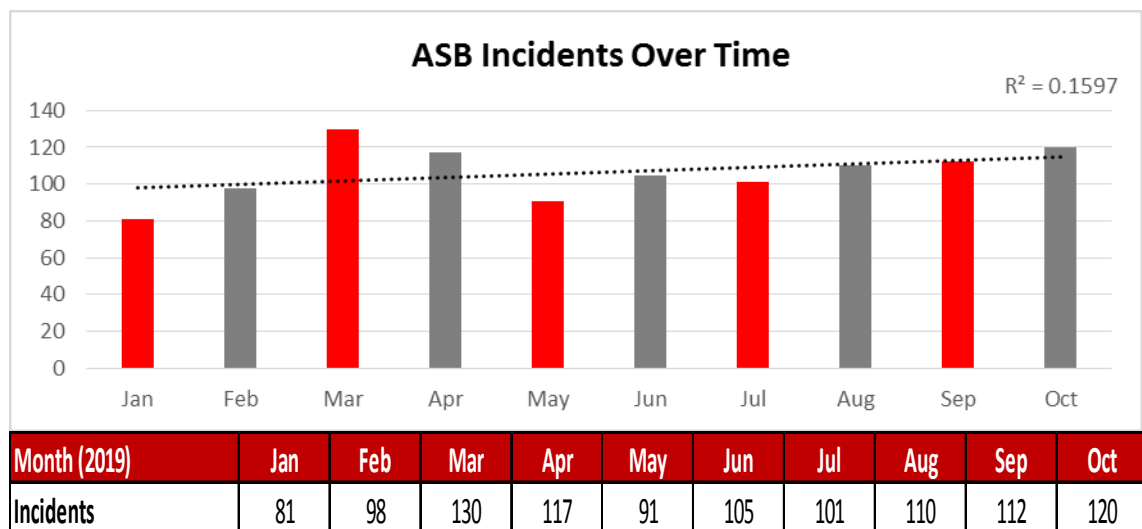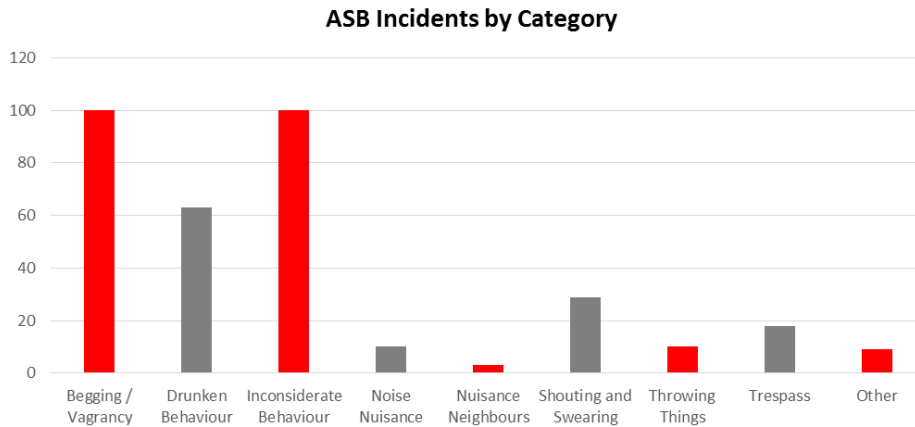
43. The Force continues to combat ASB and **Operation Luscombe** is the main tactical operation for this. The Chief Inspector for Community Policing has worked with The Ministry of Housing, Communities and Local Government and secured £84,000 of funding to pay for one PC and one PCSO to work directly with the City of London Corporation's Outreach Team and will focus specifically on ASB in the City. This will ensure the sustainability of Operation Luscombe.

44. The above graph demonstrates that **Inconsiderate Behaviour** and **Begging/ Vagrancy** are the categories with the highest number of ASB incidents recorded in the current period. There were 100 incidents for both categories. The third most recorded are ASB incidents for **Drunken Behaviour;** where there were 63 such reports. These three categories remain the most common from the previous report.

45. 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.

Top 3 ASB Incident Types 2019
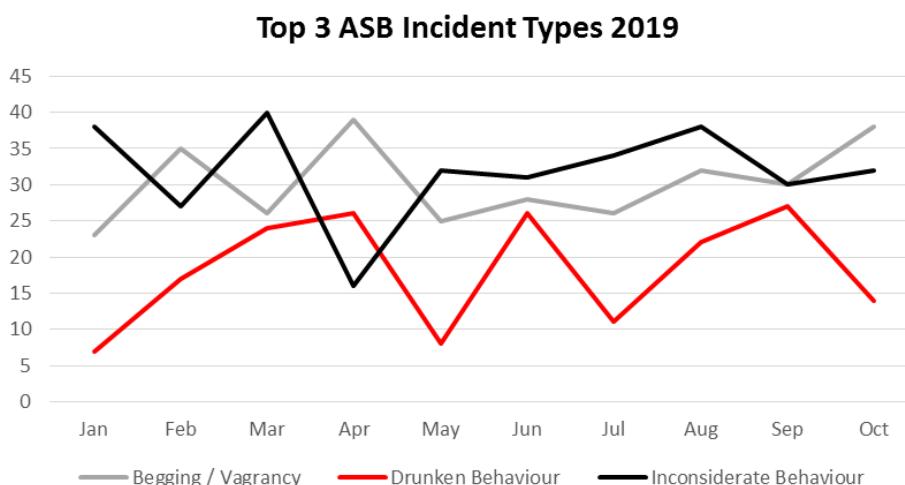
46. The above graph shows the month by month levels of each of the top 3 categories, begging and vagrancy is following the general trend of ASB incidents and saw an increase in October. Inconsiderate behaviour incidents have conversely decreased over the three month period having peaked in August.

47. Key issues reported in this period for inconsiderate behaviour included incidence of lone males refusing to leave buses or groups of youths skateboarding with a smaller number of issues around inconsiderate cycling or drug taking. For begging and vagrancy the most common issue was rough sleepers blocking access or exit points from buildings and often accumulating large amounts of rubbish or urinating in public, there has been a notable increase in reports of begging this period – particularly with young females.

Corporate & Strategic Implications

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

Conclusion

49. The Force continues to work on the areas where the Policing Plan Measures indicate that an improved response is required. T/Cdr Evans is developing a robust response to Force Performance and Crime Reduction which will continue throughout the performance year. However, it should be noted that there is a national crime increase trend. The measures reported within this report are for the 2019/20 Policing Plan.

Appendices

- Appendix A –End Q3 Data for Measures Against Policing Plan

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Appendix A-

Measure 1: The number of crimes committed in the City

- ## Crime Volumes by Category

Crime Category	Current Month	Previous Month	Frequency Change	% Change	Direction	FYTD 18/19	FYTD 19/20	Frequency Change	% Change	Direction	Previous Rollling 12 months	Current Rolling 12 months	Frequency Change	% Change	Direction
All Other Theft Offences	233	228	5	2%	↑	1268	2122	854	67%	↑	1683	2707	1024	61%	↑
Arson	0	0	0	0%	O	0	2	2	-	O	2	2	0	0%	O
Bicycle Theft	16	22	-6	-27%	↓	389	343	-46	-12%	↓	454	427	-27	-6%	↓
Burglary - Business/Community	25	29	-4	-14%	↓	225	235	10	4%	↑	311	312	1	0%	↑
Burglary - Residential	5	0	5	0%	O	9	30	21	233%	↑	15	34	19	127%	↑
Burglary All	*30*	*29*	*1*	*3%*	↑	*234*	*265*	*31*	*13%*	↑	*326*	*346*	*20*	*6%*	↑
Criminal Damage	24	18	6	33%	↑	159	210	51	32%	↑	228	271	43	19%	↑
Death Or Serious Injury Unlawful Driving	0	0	0	0%	O	0	0	0	-	O	0	0	0	-	O
Drug Possession	67	65	2	3%	↑	277	449	172	62%	↑	342	562	220	64%	↑
Drug Trafficking	12	11	1	9%	↑	71	133	62	87%	↑	90	165	75	83%	↑
Homicide	1	1	0	0%	O	1	2	1	100%	↑	1	2	1	100%	↑
Miscellaneous Crimes Against Society	24	33	-9	-27%	↓	134	209	75	56%	↑	162	245	83	51%	↑
Other Sexual Offences	6	6	0	0%	O	57	63	6	11%	↑	77	80	3	4%	↑
Possession Of Weapons Offences	9	11	-2	-18%	↓	57	62	5	9%	↑	71	72	1	1%	↑
Public Disorder	40	48	-8	-17%	↓	326	387	61	19%	↑	423	493	70	17%	↑
Rape	0	0	0	0%	O	23	13	-10	-43%	↓	32	18	-14	-44%	↓
Rape & Other Sexual Offences	*6*	*6*	*0*	*0%*	O	*80*	*76*	*-4*	*-5%*	↓	*109*	*98*	*-11*	*-10%*	↓
Robbery Of Business Property	4	1	3	300%	↑	39	31	-8	-21%	↓	41	37	-4	-10%	↓
Robbery Of Personal Property	11	12	-1	-8%	↓	66	105	39	59%	↑	93	132	39	42%	↑
Shoplifting	57	64	-7	-11%	↓	671	694	23	3%	↑	871	946	75	9%	↑
Stalking And Harassment	6	10	-4	-40%	↓	122	89	-33	-27%	↓	167	114	-53	-32%	↓
Theft From Motor Vehicle	20	20	0	0%	O	136	120	-16	-12%	↓	174	150	-24	-14%	↓
Theft From The Person	93	100	-7	-7%	↓	499	697	198	40%	↑	674	835	161	24%	↑
Theft Of Motor Vehicle	6	2	4	200%	↑	49	31	-18	-37%	↓	61	37	-24	-39%	↓
Vehicle Interference	1	0	1	0%	O	10	6	-4	-40%	↓	11	10	-1	-9%	↓
Violence With Injury	46	40	6	15%	↑	367	283	-84	-23%	↓	468	378	-90	-19%	↓
Violence Without Injury	83	75	8	11%	↑	418	589	171	41%	↑	536	757	221	41%	↑
All Crime	*789*	*796*	*-7*	*-1%*	↓	*5373*	*6905*	*1532*	*29%*	↑	*6987*	*8786*	*1799*	*26%*	↑
Victim-Based Violence	142	132	*10*	*8%*	↑	988	1039	*51*	*5%*	↑	1281	1349	*68*	*5%*	↑
Victim-Based Acquisitive	471	478	*-7*	*-1%*	↓	3361	4414	*1053*	*31%*	↑	4388	5627	*1239*	*28%*	↑
Crimes Against Society	152	168	*-16*	*-10%*	↓	865	1240	*375*	*43%*	↑	1088	1537	*449*	*41%*	↑

- •Direction symbols: ↑ increase ↓ decrease O no change

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

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Measure 2: The capability and impact the Force is having against countering Terrorist Activity.
SATISFACTORY: This assessment is provided by the Crime Performance return. Highlights of data for this measure for this quarter is as follows:

- **ACT attendees for YTD**: 1493
- **Percentage consider Force capable**: 100%
- **Argus attendees for YTD**: 385
- **Percentage consider Force capable**: 100%
- **Number of Investigations processed by CT FMIU YTD**: 95
- **Number of Op Lightning Reports YTD**: 94

19 Op Lightning reports were submitted during October 2019 – this is the highest level of monthly reporting since November 2017. Reporting continues to be highest from security personnel (x 8 reports) and members of the public (x 6 reports). This pattern of report submission was continued in December with 7 reports received from security personnel and three from CoLP Officers.

SERVATOR STATS 2019/20									
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of Deployments	97	82	67	95	96	66	42	82	136
Engagement (Key Servator messages given)	2300	2190	3000	2440	2990	1555	1160	2670	5517
Stop and Search	5	5	4	1	8	4	0	4	16
Positive stop searches	3	4	3	1	7	4	0	3	5
Arrests	3	3	3	4	8	4	1	3	10
Intels	7	5	5	7	9	5(1CT)	4	9	21 (3)

Measure 3: The capability and impact the Force is having against countering Cyber Attacks. **CLOSE MONITORING**: This assessment is provided by the Crime performance return. Highlights of data for this measure for this quarter is as follows:

- **Cyber Crime NFIB Referrals for the YTD**: 44
- **Number of Cyber Griffin Events for the YTD**: 93
- **Number of Cyber Griffin Event Attendees for the YTD**: 4208

Emerging threats around cybercrime have been identified as:

Support for Windows 7 ends on 14th January 2020 creating vulnerability to viruses, malware and other attacks. Can reasonably expect to see an increase in reporting.

Measure 4: The capability and impact the Force is having against countering Fraud. **CLOSE MONITORING**. This is reflected as 'Close Monitoring' through the Crime Plan reporting due to performance dropping in a number of areas. The Force however is taking steps to address these and is working to pursue fraudsters across the country. This area of business is scrutinised by your Economic Crime Board

Measure 5: The capability and impact the Force is having in safeguarding and protecting Vulnerable People. **SATISFACTORY**: For this period this measure is assessed as Satisfactory reflecting the ability of the Force to meet demand in protecting vulnerable people within the City.

Strand		Apr 19	May 19	June 19	July 19	Aug 19	Sept 19	Oct 19	Nov 19	Dec 19	Trend
Adults at Risk		45	44	48	58	47	47	41	41	53	⬆
Children at Risk		33	25	25	30	36	23	29	28	20	⬇
Child Protection, Child Sexual Exploitation and Abuse & Missing Children	Child abuse	4	0	5	4	0	1	0	3	6	⬆
	CSE	1	0	0	0	0	0	0	1	3	⬆
Domestic Abuse		8	12	12	8	12	19	11	9	14	⬆
Harmful Practices	FGM	0	0	0	0	0	0	0	0	0	➡
	Forced marriage	0	0	0	0	0	0	0	0	0	➡
	HBV	0	0	0	0	0	1	0	1	2	⬆
Hate Crime		16	12	12	16	16	20	14	15	10	⬇
Managing Violent Offenders		6	6	6	7	7	5	4	4	4	➡
Mental Health		47	46	59	79	71	64	72	54	70	⬆
Mental Health & Suicides	Suicides	2	0	0	1	0	0	1	1	0	⬇
	Attempted suicides	16	8	13	10	9	13	12	8	7	⬇
Modern Slavery & Human Trafficking		1	4	0	2	0	0	2	4	2	⬇

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Prevent		2	0	1	3	2	0	1	3	2	⬇
Rape and Other Sexual Offences	Rape	3	1	3	1	3	1	3	0	0	➡
	Other Sexual Offences	4	6	7	4	15	10	7	6	6	➡
Stalking & Harassment		10	5	12	10	9	11	19	10	6	⬇

Measure 6: **REQUIRES ACTION**: This is reflected as Requires Action due to a 5% increase in Violent Crime for the financial year to date verses the 2018/19 position. This is an increase of 51 offences. The biggest increase in crime within this category is Violence without injury which has seen an increase in 171 offences compared to the same period 2018/19. This category is responsible for the rise in crime within this category. Three other crime categories have experienced a significant decline this year, these are:

Violence With Injury: 84 offence decrease.
Stalking & Harassment: 33 offence decrease.
Rape: 10 offence decrease.

Measure 7: The capability and impact the Force is having in policing City Roads. **SATISFACTORY**: There is currently one recorded fatality on City roads for this year with the casualty monitoring figures. UPD have identified no traffic hotspots of concern within their return with no trends for collisions of offending. Current activity for roads policing is detailed within the tables below:

ROAD POLICING AND SMOOTHING TRAFFIC FLOW										
		April	May	June	July	Aug	Sept	Oct	Nov	Dec
Other operations	Phones/ Seatbelts	12	11	12	7	10	18	22	7	6
Speeding in the 20mph zone	TOR	20	7	1	1	6	0	7	2	4
TOTAL		32	18	13	8	16	18	29	9	10
Number of vehicles seized from ANPR only		6	9	7	17	13	7	7	9	13
Total number of vehicles seized from ANPR / No Ins or No DL or both		52	58	38	66	65	51	61	45	50
Number of pre-planned enforcement and/or education operations targeting Large Goods Vehicle within City of London		9	4	6	6	6	5	8	2	0
Number of LGV's stopped		21	16	14	33	43	89	122	35	12
Number of LGV's stopped with offences		10	14	4	18	35	75	98	28	12
Number of offences		28	61	5	18	35	77	107	31	14

Cycle FPNs Issued												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
FPN's issued by month 2018-19	7	19	21	34	19	7	8	12	5	14	6	13
FPN's issued by month 2019-20	6	8	8	7	8	9	23	8	5			

- **Measure 8**: The capability and impact the Force is having providing Protective Security to the City and responding to Public Order. **SATISFACTORY**

  o **Critical Incidents for the third Quarter**: 2

• 2019/20				
Q1	Q2	Q3	Q4	Total
6	4	2		12

Data to end October only available

2019/20	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec
Number of Benbow Deployments	19	12	6	0	1	3	7		
City Location	7	3	3	0	1	1	2		
MPS Location	12	9	3	0	0	2	4		
City/MPS Location	-	-	-	-	-	-	1		
Other Location	-	-	-	-	-	-	-		

Protests Within City													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
2017-18 Protests	11	18	18	25	24	11	12	15	15	8	13	9	179
2018-19 Protests	5	11	17	13	9	22	9	13	12	4	12	7	134
2019-20 Protests	15	10	10	13	12	12	11	7	7				97
Trend	⬆	⬇	⬇	➡	⬆	⬇	⬆	⬇	⬇				⬇

Up until the end of December there has been 97 recorded protests within the City for 2019/20. This represents a decrease on the number recorded in 2018/19 of 14. The majority of protests this year remain recorded as environmental in nature with 43 protests falling into this category, the largest group of these coming under the Extinction Rebellion Group. So far this year there has only been one protest in the City that has been linked to Brexit. This year continues the trend of decreasing protests within the city that was begun last year when compared with the 2017/18 number of 179.

However, with the continued activity of environmental groups and the uncertainty of Brexit the Force may experience an unseasonal rise in protest activity within January- March. This may impact on the overall protest level within the last quarter 2019/20.

Measure 9: **REQUIRES ACTION**: This is reflected as Requires Action due to the increase in crime in this category by 31% compared to the same period in 2018/19, this represents an increase of 1053 offences. The three categories where crime has increased the largest by volume this year are as follows:

All Other theft Offences: 854 offence increase.
Theft from the Person: 198 offence increase.
Robbery of Personal Property: 39 offence increase.
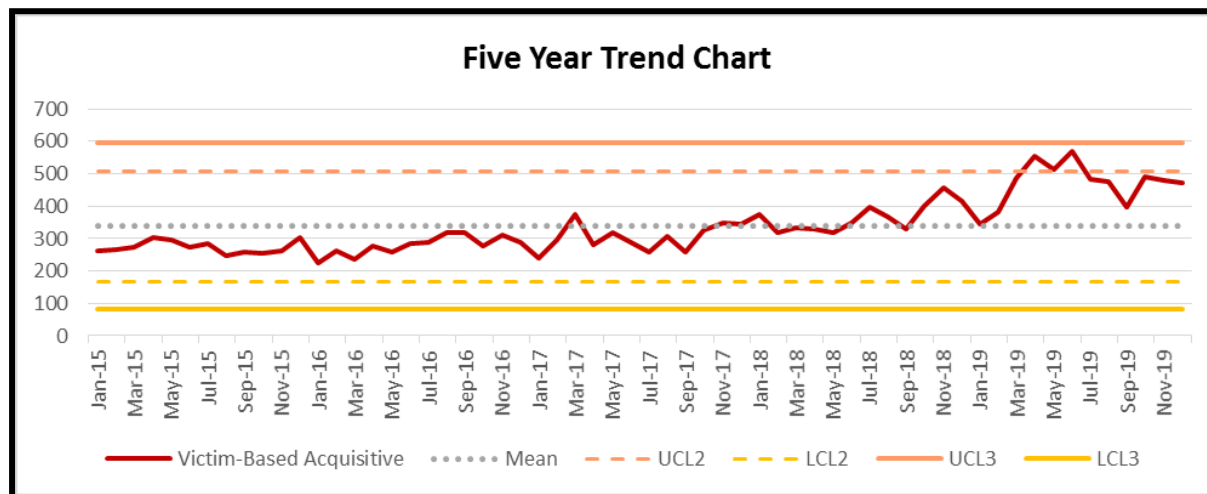
Victim Based Acquisitive Crime has seen another slight decrease this month after the sharp increase in October and is now sitting just under the first control limit. The rolling 12 month graph continues to report a significant longer term upward trend. The most notable changes in this category for

Measure 10: **NO INFORMATION**: The sample data has been sent to the company contracted to undertake the survey on behalf of the Force, as of the date of this report no information has been sent back for analysis. PIU are working with the Force victim champion to identify how to resource the survey so the analysis can be effectively completed and the Force can report on this measure.

Measure 11: SATISFACTORY: This measure is assessed based on the feedback from the survey question 5: How good or poor a job do you think City of London Police are doing?

The Street survey aspect has been completed with 526 respondents overall with a further 103 respondents within the online aspect of the survey.

The street survey results can be compared to the street survey results of 81% for the 2018/19 survey for face to face respondents and 83% for online respondents.

For 2019/20 the Force has achieved a feedback response of 89% of street survey respondents stating it does an Excellent or Good job. This has increased by 8%.

For 2019/20 the Force has achieved a feedback response of 83% of online survey respondents stating it does an Excellent or Good job, this is the same figure as achieved in 2018/19.

Overall these responses rate this measure as Satisfactory and a full report on the survey results will be presented to PMG for their information and oversight.

Committee(s):	Date(s):
Police Performance and Resource Management Committee	7th February 2020
Subject: Staff Survey- 8 Commitments	**Public**
Report of: Commissioner of Police Pol 13-20	**For Information**
Report author: Luke Baldock, Chief Inspector, Strategic Development	

Summary

Following the publication of the 2017 staff survey, the force identified eight commitments. These were developed from analysing outcomes from the survey and holding staff workshops during 2017-18 and which the Chief Officer Team agreed would be areas of focus and development in 2019. At your Performance and Resource Management Committee in November 2019, Members requested a report to the February 2020 meeting regarding the position with the Eight Commitments to officers and staff arising from 2017 Staff Survey.

The Commitments covered are:

Career Development; Reward and Recognition; Senior Leadership Team visibility; Opportunities to work on Projects and Initiatives; Management Development; Team Engagement and Wellbeing.

The Force has commissioned a new Staff Survey with the University of Durham which will be rolled out in the next two months. The results of this will be used to assess if the Force and/or culture has changed in the areas it identified in the previous survey in 2017, as areas for attention.

Recommendation

Members are asked to note the report.

Main Report

Background

1.   Following the publication of the 2017 staff survey, the force identified eight commitments. These were developed from analysing outcomes from the survey and holding staff workshops during 2017-18 and which the Chief Officer Team agreed would be areas of focus and development in 2019.

2. At your Performance and Resource Management Committee in November 2019, Members requested a report to the February 2020 meeting regarding the position with the Eight Commitments to officers and staff arising from 2017 Staff Survey.

Current Position

Commitment 1- Career Development

Learning &Organisational Development (L&OD) has run a series of workshops throughout the 2019, including:
* Generic application writing and interview skills
* Application writing and interview skills workshops for Officer Promotion Boards
* Management Development Programme
* Support to officers for the fast track Constable to Inspector process
* Working with Police Pass[1] to assist officers with the National Police Performance Framework (NPPF) and National Investigators Exam (NIE) examinations
* Mentoring relationships with external partners
* Internal mentoring opportunities
* Promoting membership of the College of Policing
* Recognition of Prior Experience and Learning
* Continual professional development guidance
* Competency and Values Framework workshops

Pilots have also been run for a number of new initiatives, including the "continuing conversations" initiative, which aims to embed career development into managers' regular one to ones with their teams.
Continuous Professional Development fortnight took place in November 2019, and further opportunities will be advertised via Citynet.

Commitment 2- Reward and Recognition

Following a full review of reward and recognition, simplified forms have been produced to make it easier for anyone to nominate a colleague. The Force has also launched a Joint Problem Solving Award with Metropolitan Police Service (MPS) and British Transport Police (BTP), with winners and selected nominees invited to attend the national awards at St George's Park to compete for the National Tilley Awards. If successful, the Tilley winner will be invited to the USA as a nominee for the international awards.

Commitment 3- Senior Leadership Team visibility

A visibility calendar has been created to ensure that senior officers engage with and visit their teams on a regular basis. The Commissioner will be hosting a series of roadshows during February 2020; the Assistant Commissioner continues to host his

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[1] Police Pass is a national website to aid police forces and officers working for promotion and specialisms

AC's Breakfasts; and the AC also relaunched his 'Ask the AC' portal via Talkback, where anyone can ask him a question.

Commitment 4- Accessibility to projects and Initiatives

Following a review*, all* opportunities are now advertised via Citynet including attachment and temporary project roles, recent examples include the ECD Development Programme and various Transform Programme roles.

Commitment 5- Management Development

L&OD launched the management development programme with the aim of transforming the workforce and equipping colleagues with the leadership knowledge, skills, and practice to deliver cultural change across the City of London Police. Modules one and two have already been successfully delivered and module three is now taking place.

L&OD has also run a series of popular "Focus On" sessions which have provided valuable insights for managers and specialists across the force on topics including:
- Kidnap response
- Drones
- The Novichok Investigation
- Senior Investigation Officer considerations in major enquiries
- Police and emergency service response to Grenfell
- Disclosure
- Terrorist attack at Westminster
- Murder at Maids Moreton, Buckinghamshire

Further Focus On sessions are already being advertised on Citynet.

Commitment 6-Team Engagement

Innovate – the Force's platform for submitting original ideas – has recently been relaunched with a focus on ideas that contribute to achieving its Corporation Plan ambitions. A new working group, with members from teams across the force, has been created to ensure continuous improvement, and work specifically on ways to build team bonds. Team development has been added as an ongoing section of the Management development programme, and L&OD is continuing to develop guidance and advice on effective team building.

Commitment 7 – Wellbeing

The Health and Wellbeing Network continues to be the most active network in Force, with a regular series of events throughout the year, including:
- Sleep Awareness Month
- Know your heart age with British Heart Foundation
- Business Healthy Walking Challenge
- Spin Classes at Fitness First co-funded with the Women's Network
- Financial Wellbeing drop-ins with Police Mutual
- Office Massages with Katoka Massage

A Mental Health Working Group (MHWG) has been set up to bring together all the work being delivered under the MIND Blue Light Programme, Mental Health First Aid England, TriM (Trauma Risk Management), Back up Buddy, and Occupational Health Services. All Mental Health support ideas and suggestions are being fed in to this group to ensure it aligns with the direction of MHWG aims and objectives. Specific support was offered to officers and staff in the recent terrorist attack at London Bridge, but has been available consistently via OH. Officers and staff were reminded of access to this service with emphasis on TRiM

The Force also recently supported the National Wellbeing and Diversity Survey, which is the first and most extensive study of police wellbeing ever conducted in the UK. The results will be used along with a series of workshops to build a wellbeing strategy.

Commitment 8- Autonomy

The implementation of Book on Book Off (BoBo) saw the introduction of an automated overtime system, and the soon-to-be-launched National Uniform Managed Service (NUMS) will see a more autonomous way for officers to order uniform. Both remove unnecessary layers of bureaucracy and empower staff and officers. Finance also has plans to launch a self-service model for purchasing and invoice management which will aid the reduction of 'pinch points'.

Talkback remains a useful place for officers and staff to raise ideas which can improve how the Force runs.

Corporate & Strategic Implications

3. The Staff Survey and its outcomes supports the City of London Police Corporate Plan Ambition

    - **To have an innovative, skilled and agile workforce in a culture that supports and empowers our people.** We recognise this is essential and underpins the successful delivery of our ambitions. We will identify, harness, reward and retain talent, championing a culture of responsibility, inclusivity and opportunity. We will support our staff to empowered, innovative leaders.

Conclusion

4. The Force has commissioned a new Staff Survey with the University of Durham which will be rolled out in the next two months. The results of this will be used to assess if the Force and/or culture has changed in the areas it identified in the previous survey as areas for attention. The original Survey in 2017 will act as a baseline. Members will be updated on the outcome of the latest survey once it has been completed and the results analysed.

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Committee(s):	Date(s):
Police Performance and Resource Management Committee	7th February 2020
Subject:	Public
HMICFRS Inspection Update	
Report of:	
Commissioner of Police	For Information
Pol 16-20	
Report author:	
Head of Strategic Development	

Summary

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

1 new report has been published in the last period, no actions for the force.

Inspections undertaken since last report

An unannounced Child Protection inspection took place 25th November to 6th December 2019.

Inspections Due

It is anticipated that HMICFRS will provide forces with information relating to their "PEEL2020" inspection at their Force Liaison Officer meeting 26th February 2020.

Reports Due for Publication

Aside from the aforementioned Child Protection inspection, no other force level reports are due.

HMICFRS Recommendations Overview

This report details progress against the recommendations from all live inspection action plans, summarised in the table below and detailed fully within Appendix A. There are currently 56 outstanding recommendations.

There are 9 new greens to report, demonstrating progress since your November 2019 Committee.

HMICFRS Report title	Number of open recommendations/areas for improvement and status	
	Previous report to your committee [November 2019]	**Current report to your committee**
New Reports		
Both sides of the coin		No actions for the force
Previous Reports		
Cyber: Keep the light on	5 AMBER	5 AMBER
Shining a light on betrayal: Abuse of position for a sexual purpose	1 NEW GREEN 3 AMBER	3 AMBER
Leading Lights: An inspection of the police service's arrangements for the selection and development of chief officers	1 AMBER	1 AMBER
HMICFRS 2019 inspection of Sussex Police and review of national recommendations for stalking or harassment offences	2 NEW GREEN 2 AMBER	1 NEW GREEN 1 NEW RED
Crime Data Integrity inspection 2019	6 AMBER	1 NEW GREEN 5 AMBER
The Poor Relation - The police and CPS response to crimes against older people	3 AMBER 2 NEW GREEN	3 AMBER
PEEL 2018/2019	10 AMBERS	1 NEW GREEN 2 NEW RED 7 AMBER
Fraud: Time to Choose	3 NEW RED 7 AMBER 8 NEW GREEN	2 RED 5 AMBER 3 NEW GREEN
Report on an unannounced inspection visit to police custody suites – City of London Police	2 NEW GREEN 1 RED 19 AMBER	2 NEW GREEN 18 AMBER
Policing and Mental Health - Picking Up the Pieces	1 AMBER 1 NEW GREEN 1 WHITE	1 NEW GREEN 1 WHITE
Understanding the difference: the initial police response to hate crime	1 NEW RED 1 WHITE	1 RED 1 WHITE

PEEL: Police Effectiveness 2017 – National	1 WHITE	1 WHITE
Recommendation Summary	**Previous report to your committee [November 2019]**	**Current report to your committee**
New reports	6	1 - no actions at force level
New Green	5	0
Amber	20	0
White	0	0
Sub-total – New Reports	**25**	**0**
Previous reports		
NEW Green	18	9
Amber	37	47
Red	5 [4 new red]	6
White	3	3
Sub- Total – Previous Reports	**63**	**65**
Total Prior Report Amber/Red/White Recommendations	**65 [including 20 from new reports]**	**56**

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 Committee there has been 1 new reports published but there are no actions for the force. Progress with existing recommendations as well as detail of the current inspection programme is provided below for reference.

Current Position

New Reports

2. 1 report has been published since the last report to your Committee in November 2019:

> Both sides of the coin
> An inspection of how the police and National Crime Agency consider vulnerable people who are both victims and offenders in 'county lines' drug offending. There are no actions for the force within this report.

Inspections undertaken since the last report

3. An unannounced Child Protection inspection took place 25th November to 6th December 2019, the member with special interest attended the hot debrief.

4. The published report is not expected for several months, however an interim improvement plan is in development and the force has engaged with Community and Children's Services to take forward positives and learning opportunities.

5. HMICFRS are expected to return in 12 months' time to reassess any areas for improvement from their as yet unpublished report.

Inspections Due

6. It is anticipated that HMICFRS will provide forces with information relating to their PEEL2020 inspection at their Force Liaison Officer meeting 26th February 2020. The force will be attending this meeting and providing a briefing to Chief Officer and force leads thereafter.

7. In the meantime, HMICFRS have commenced attending force strategic and tactical meetings to provide insight to any forthcoming inspection.

Reports Due

8. Aside from the aforementioned Child Protection inspection report, no other force level reports are due.

Current status of HMICFRS Recommendations

9. A total of 12 HMICFRS reports have been managed by the Force during the last reporting period.

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 56 outstanding recommendations.

12. There are 9 new greens to report.

Current Status of HMIC Recommendations Summary

Recommendation Summary	Previous report to your committee November 2019]	Current report to your committee
NEW Green	23	9
Amber	57 [20 from new reports]	47
Red	5	6
White	3	3
Total Amber/Red/White Recommendations	65 [including 20 from new reports]	56

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

Conclusion

13. The Force continues to make progress with implementation of HMICFRS recommendations and areas for improvement, which contributes 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.

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CITY OF LONDON POLICE: OFFICIAL - RECIPIENT ONLY

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.

Cyber: Keep the light on

A national report by HMICFRS

Published October 2019

This report makes 5 actions for the force to be progressed

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Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> By 1 November 2020, the Home Office, the Cabinet Office, the National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime, the Director General of the National Crime Agency, and interested parties should revise the current police structure for the response to cyber-dependent crime. In doing so they should consider: • the creation of a national police cyber-dependent crime network; • the remit of any such network;	AMBER	November 2020	A draft action plan is currently being developed.

CITY OF LONDON POLICE: OFFICIAL - RECIPIENT ONLY

Recommendations & Areas for Improvement	Status	Due Date	Comment
• how the network engages with other law enforcement agencies; and • the tasking and co-ordinating responsibilities that will be required for the network to be effective.	**AMBER**		
2	Areas for improvement Chief constables should evaluate the use that their force makes of cyber specials and volunteers to ensure that they are used effectively.	**AMBER**	To be set	
3	Areas for improvement With immediate effect, City of London Police should provide the Home Office with details of how the force intends to address the issue of reports being held in 'quarantine' within the Know Fraud system. Furthermore, the force should also identify its proposals to prevent a re-occurrence.	**AMBER**	To be set	
4	Areas for improvement The National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime should revise the key performance indicators contained within the council's minimum capability standards for force cyber crime units. The revised standards should make clear: • the minimum standards for investigation; • the role of regional cyber crime co-ordinators in the recording, management, and review of cyber crime investigations; and • the use of the weekly list provided by the National Fraud Intelligence Bureau to comply with the performance indicators.	**AMBER**	To be set	
5	Areas for improvement The National Police Chiefs' Council Coordinator for Economic Crime should review the role the National Economic Crime	**AMBER**	To be set	

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Recommendations & Areas for Improvement		Status	Due Date	Comment
	Victim Care Units in providing advice and support to victims of cyber-dependent crime.			

Shining a light on betrayal: Abuse of position for a sexual purpose

A national report by HMICFRS
Published September 2019

This report makes 6 recommendations, 1 sub-divided. 4 are for the force, 1 complete and 3 in progress.

	Recommendations & Areas for Improvement	Status	Due Date	Comment
4a	**Recommendation** By April 2020, all forces that haven't yet done so should: • record corruption using the national corruption categories; • produce a comprehensive annual counter-corruption strategic threat assessment, in line with the authorised professional practice; and • establish regular links between their counter-corruption units and those agencies and organisations who support vulnerable people. Where forces are yet to implement an effective ICT monitoring system that allows them to monitor desktop and handheld devices, they should do so as soon as reasonably practicable.	AMBER	April 2020	This area is currently being reviewed by the new D/Supt PSD. An action plan is in development. The current strategy is being reviewed and considered as a forward facing document for staff

Recommendations & Areas for Improvement		Status	Due Date	Comment
4b	Recommendation By September 2020, all forces should have completed a review of their use of encrypted apps on police ICT systems to understand the risk they pose and to take any necessary steps to mitigate that risk.	**AMBER**	September 2020	As above
5	Recommendation By April 2020, all forces that haven't yet done so should make sure they have enough people with the right skills to look proactively for intelligence about those abusing their position for a sexual purpose, and to successfully complete their investigations into those identified.	**AMBER**	April 2020	The force is currently recruiting to its counter corruption unit.

Leading Lights: An inspection of the police service's arrangements for the selection and development of chief officers

A national report by HMICFRS and HMICS [Scotland]

Published August 2019

This report makes 9 recommendation 1 of which is for the force and being progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	Recommendation By 31 July 2020, the College, with support from the National Police Chiefs' Council, HMICFRS, HMICS and police forces, should establish and begin operation of a national workforce planning function for all chief officer posts in the United Kingdom. The function should, as a minimum, include: • the maintenance of a skills, competencies and career-history database on eligible candidates;	**AMBER**	July 2020	This action is for the College but will require the support of National Police Chiefs' Council, HMICFRS, HMICS and police forces. However, the force can progress collating skills, competencies and career histories of the current chief officer team ahead of any request from the College of Policing.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	• the maintenance of similar information about the current membership of chief officer teams; • the creation of lists of candidates who fit specific vacancies; • an executive search function to advise forces on candidates who would best complement their existing teams; and • a career support facility to advise candidates on roles and other development opportunities that would help meet their career aspirations.			Organisational Development are exploring options for collecting and maintaining this data – they are also maintaining contact with the College of Policing.

HMICFRS 2019 inspection of Sussex Police and review of national recommendations for stalking or harassment offences

A force report by HMICFRS. Published April 2019 but all forces made aware August 2019

Whilst this is an inspection of Sussex Police a number of *national* recommendations and areas for improvement were made for forces to comply with.
This report makes 6 areas for improvement for the Police. 4 are for the force, 3 complete and 1 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	Recommendation Within six months chief constables should ensure that officers are aware of the importance of treating breaches of orders, where appropriate, as part of a wider pattern of offending, and ensure that force policy and guidance helps officers to do this.	NEW GREEN	February 2020	The Stalking and Harassment policy has been reviewed. It makes reference to breaches of orders being a criminal offence. The Force Resolution Centre ensures that offences are recorded as crimes in addition to breaches; where appropriate the volume of incidents is reflected. In addition the force is acting on the Home Office Counting Rule update that states that domestic breaches of orders automatically have additional crimes raised as stalking offences.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	Area for Improvement <u>Area for Improvement</u> Within three months the NPCC lead for stalking and harassment should remind chief constables that they should regularly monitor compliance with the national stalking protocol, and ensure that suitable governance arrangements are in place for them to do so.	**NEW RED but dependent upon NPCC lead**	November 2019 Now February 2020	This action is for the NPCC lead for stalking and harassment and Chief Constables. A report will be produced for the February 2020 Force Crime Standards Board detailing how the force complies with stalking protocol.

Crime Data Integrity inspection 2019

A force report by HMICFRS, published August 2019

This report makes 6 areas for improvement for the force; 1 is complete, 5 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Area for Improvement</u> The force should immediately improve crime recording processes, to make sure it records crimes within 24 hours as required by the national crime recording standard	**AMBER**	February 2020	Crimes are now raised within Control from the CAD incident record, this went live 24th June 2019. Timeliness of crime recording is monitored and reported to Crime Standards Board – an audit conducted in January 2020 found 97% classified with 24 hours. Numbers and timeliness of recording Modern Slavery and be reviewed – no under recordings has been identified. NCRS requires crime to be recorded within 24 hours, the force has improved its position to 83% from 75% at the time of inspection. This is expected to increase further as the force embeds a process

Recommendations & Areas for Improvement		Status	Due Date	Comment
				which reconciles City crimes from force incidents records [CAD] and MPS crime system. Once this is demonstrated to be working, this AFI will be GREEN.
2	Area for Improvement The force should immediately improve officer and staff understanding of the correct use of the N100 classification	NEW GREEN	February 2020	N100 audits are being undertaken to ensure the appropriate numbers are being recorded. Next steps: Refresher has been delivered and includes reported incidents of rape [N100][1].
3	Area for Improvement The force should immediately improve its standard of violent crime cancellation decisions	AMBER	February 2020	Force Resolution Centre staff have been trained to be able to cancel lower levels crime of this type where appropriate, including the requirement inform the victims.
	Area for Improvement The force should immediately improve how often it informs victims when it has decided to cancel or transfer their crimes to another force	AMBER	February 2020	More serious crimes can only be cancelled by the DCI crime or the Force Crime and Incident Registrar. An August 2019 audit found 97% of crime were cancelled correctly, but 72% of victims had been informed. Next steps: Further audits are scheduled to ensure compliance, the results of which will determine if this AFI can be classified as delivered.

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[1] N100 - A record created to describe why reported incidents of rape or attempted rapes, whether from victims, witnesses or third parties, have not been immediately recorded as a confirmed crime. This can include where additional information confirms the rape did not occur, or where the rape occurred in another force area and was therefore transferred to the relevant force to record and investigate.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	Area for Improvement The force should immediately improve its collection and analysis of equality data through its crime reporting and recording systems	AMBER	February 2020	It has been confirmed that the required information can be collected on force system. Next steps: Officers and staff are to be briefed on the requirement and how to record on the force system. Thereafter, the Performance and Information Unit will analyse the data.
	Area for Improvement The force should immediately improve its use of cannabis warnings, penalty notices for disorder and community resolutions, to make sure it only issues them in accordance with national guidance.	AMBER	February 2020	In response to the HMICFRS report refresher training has been developed and rollout commenced late September 2019. Next steps: Compliance with national guidance will be evidenced by audits undertaken by the Force Crime and Incident Registrar and reported to the Crime Standards Board.

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The Poor Relation - The police and CPS response to crimes against older people

A national report by HMICFRS, published July 2019
This report makes 23 recommendations, 5 of which are for force. 2 recommendations are complete 3 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	Cause of concern	AMBER	January 2020	The forces operates a opt out process in referring victims to victim support – this is the preferred option by HMICFRS

Recommendations & Areas for Improvement	Status	Due Date	Comment
The police don't consistently assess the needs of victims as set out in the relevant codes of practice and so the needs of victims aren't always met. Recommendation Within six months, chief constables should make sure that victim needs assessments are always completed.	**AMBER**		The offering of victim needs assessments is part of the qualitative dip samples undertake by the Crime Directorate. The force has identified DSupt Little as Victim Champion – a role profile is in development and next steps being developed. Next steps: Dip samples will continue to be monitored to drive improvements.
10 — Cause of concern Some victims may not be receiving support services, and some support services don't work as well as they could. This is because the police don't always refer victims when they should, support services don't have ready access to police information, and witness care arrangements are sometimes provided separately. Recommendation Within six months, chief constables should work with police and crime commissioners and their mayoral equivalents, and other relevant organisations, to review whether victim support services can be provided in a better way.	**AMBER**	January 2020 Now March 2020	The HMICFRS Fraud report highlights the force's initiative the National Economic Crime Victim Care Unit as a good example of law enforcement attempting to identify and respond to vulnerability. A significant number of these victims will be older people. With regard to non-economic crime victims: The force undertakes dip samples to identify learning which is then reported to the Crime Standards Board, these dip samples include qualitative checks on the service provided. Next steps: Victims code of practice compliance and MG2 special measures submissions are to be examined to ensure appropriate standards are being achieved. The work of the victims champion may also contribute.

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Recommendations & Areas for Improvement		Status	Due Date	Comment
17	**Area for improvement** Within six months, chief constables should find good ways to assess the current demands on the police made by older people. These assessments should include a prediction of future changes in demand, account for the work of other organisations, and be incorporated into FMSs.	**AMBER**	January 2020 However FMS submission is not due until May 2020	Next steps: An analysis of all crime types, banded by the age of victims has been undertaken. This will enable the force to track trend changes over time. This analysis shows that victims over 58 are 6% of the total number of victims. Demand for calls for service by age analysis has been explored. However the system does not facilitate the collection of this type of data. Findings will be incorporated into the FMS.

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PEEL 2018/2019

A national report by HMICFRS, published May 2019

This report makes 11 areas for improvement for the force; 2 complete 9 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	**Area for Improvement** The force should improve its use of its crime-recording and management system to better manage its case files and investigative processes.	**NEW GREEN**	No deadline set by HMICFRS	Since the time for the inspection a number of initiatives have commenced which contribute to identifying issues: • *Gatekeeper* – this position has been re-established to verify the completeness and quality of files before there submission to the

Recommendations & Areas for Improvement	Status	Due Date	Comment
Page 101		December 2019 set to align with the next inspection	Administration of Justice department for processing. Advice and feedback is provided to officers to enhance their knowledge/practises. The Gatekeepers is a member of the Disclosure Working Group enabling direct input regarding related 'file quality' and Niche [crime and intelligence] system issues. The CPS submit to the force details of cases 'failures' associated with volume crime, these are reviewed, trends and officers requiring additional input are identified and progressed; summary results are reported into the Disclosure Working Group. • *Weekly Offender Management Meeting* – Chaired by the DCI Crime this group manages performance levels of 'All outstanding suspects and warrants'. Issuing corrective actions to be taken and guidance to supervisors overall numbers of outstanding suspects is falling. • A review of discontinued investigations where the suspect has not been identified and the victim does not support the prosecution has taken place. This identified practises which are inflating [incorrectly] this statistic. Corrective action is being taken with the FRC and will be monitored.
2	Area for Improvement The force should implement a process to get feedback from vulnerable victims.	NEW RED	December 2019 set to align with	HMICFRS recognised in their report that the force has a process to collect feedback from domestic abuse victims and victims with mental

Recommendations & Areas for Improvement	Status	Due Date	Comment
	████	the next inspection anticipated early 2020. New deadline March 2020	health concerns [although responses are rare]. However the identified gap is that feedback is not sought from other vulnerable victims. This feedback process is administrated by the Independent Domestic Abuse Advisor [IDVA] – a part time vacancy. The selected candidate failed their vetting and a new recruitment process was run. A second successful candidate is currently undergoing vetting.
Area for Improvement The force should implement the necessary processes to share information with schools in relation to children affected by domestic abuse incidents, to ensure information is shared as quickly and effectively as possible.	**NEW RED**	No deadline set by HMICFRS December 2019 set to align with the next inspection	<u>Tasks</u> • City schools to sign-up to Op Encompass. • Dedicated Safeguarding leads within each school to be identified. • Schools to be trained to use the system [Op Encompass] by the Public Protection Unit. <u>Current Status</u> Four out of six schools have signed up to Op Encompass. The remaining two will get a follow up call/ visit to make sure they have every opportunity to get involved at the outset. DS PPU will conduct follow up meetings and briefings with the schools to support the project. MPS plans for implementation are phased, initially starting with individual boroughs [child lives and attends school in the same area] and then progressing to cross boarder [child lives in one borough but attends school in another or the City].

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Recommendations & Areas for Improvement	Status	Due Date	Comment
	RED		The speed of MPS implementation will impact the force's ability to report [to schools] a child living in the City but attending school in the MPS area.
5 <u>Area for Improvement</u> The force should strengthen its response to county lines, which are criminal networks involved in the distribution of drugs to different areas of the country that frequently exploit children and vulnerable people.	AMBER	December 2019 set to align with the next inspection anticipated early 2020. Now March 2020 pending outcome of pear review	A peer review was conducted by the National County Lines Co-ordination Centre 20th and 21st November 2019 – the force received a favourable hot debrief and a report is anticipated January 2020 [pending] This report, once received will inform future actions/deadlines Awareness in force of how to recognise county line issues continues.
6 <u>Area for Improvement</u> The force needs to address the deficit it has identified in its medium-term financial plan.	AMBER	December 2019 set to align with the next inspection anticipated early 2020. Now March 2020	Since that time of the inspection [December 2018] considerable efforts have been made by the force and the City of London Corporation to establish a savings plan for 2018/2019 and secure additional funding. The MTFP and has been submitted to Performance and Resources Committee [15/11/2019] by Head of Police Authority Finance – this paper provides an update on the current position and the forecast overspend. Balanced positions are projected for 2020/2021.

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Recommendations & Areas for Improvement		Status	Due Date	Comment
7	Area for Improvement The force should ensure that effective external scrutiny takes place in relation to its use of force.	AMBER	December 2019 set to align with the next inspection anticipated early 2020. Now March 2020	Although reflected as separate areas for improvement these both reflect the lack of an external scrutiny group at the time of inspection. Considerable efforts have been made to attract new members to this group and an Introductory day took place on the 11th June 2019.
8	Area for Improvement The force should ensure that effective external scrutiny takes place in relation to its stop and search powers.	AMBER	No deadline set by HMICFRS December 2019 set to align with the next inspection Now March 2020	The first meeting of the group took place on the 4th September 2019, but did not examine data. Next steps: Vetting of IASG members continues Training sessions are being organised. The next Scrutiny meeting is anticipated for March 2020.
9	Area for Improvement The force should extend its unconscious bias training to all its workforce.	AMBER	No deadline set by HMICFRS	A training package has already been developed, a timetable set commencing late November 2019

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Recommendations & Areas for Improvement	Status	Due Date	Comment
		December 2019 set to align with the next inspection Now March 2020	Completion of training by the workforce will be monitored and reported in force.
10 Area for Improvement The force should ensure its anti-corruption strategic threat assessment and control strategy are comprehensive, up-to-date and include current data.	AMBER	No deadline set by HMICFRS December 2019 set to align with the next inspection Now March 2020	These documents have been reviewed for 2018/2019 and will be re-evaluated for 2019/2020.
11 Area for Improvement The force should ensure that its counter-corruption unit: • has enough capability and capacity to counter corruption effectively and proactively; • can fully monitor all of its computer systems, including mobile data, to proactively identify data breaches, protect the force's data and identify computer misuse; and	AMBER	No deadline set by HMICFRS December 2019 set to align with	HMICFRS has raised issues relating to staffing levels and monitoring of force IT. The force made a growth staff bid to Resources Allocation Sub [2nd May 2019] which was agreed – uplift of 2 officers. 1 in place, and one officer still awaited. Start date early February 2019. Currently we have a Temp DI, recruitment process ongoing.

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Recommendations & Areas for Improvement	Status	Due Date	Comment
• builds effective relationships with individuals and organisations that support and work with vulnerable people.		the next inspection Now March 2020	

Fraud: Time to Choose

A national report by HMICFRS, published April 2019
This report makes of which 13 recommendations and 5 areas for improvement for the police. 8 are complete and 10 are in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
1	Recommendation By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should publish a timetable for implementing the revised Know Fraud system, making clear which services are to become available at each stage of implementation and thereby enabling forces to make use of each service as early as practicable. The use made of the system by police forces should be monitored and evaluated to identify best practice.	RED	September 2019	A letter has been drafted to all forces addressing this action. However, a decision was taken at the Service Oversight Board on the 17th December 2019, membership of which includes the contractor providing Know Fraud Service, not to send this letter out at this point in time owing to outstanding commercial issues.
2	Recommendation By 31 March 2020, the National Police Chiefs' Council Coordinator for Economic Crime and chief constables should ensure that forces have processes in place to accurately and	AMBER	March 2020	New guidance was issued to forces late September 2019. The production of monthly exception report [these support accuracy and efficiency] have entered the testing stage help to hold force to account.

Recommendations & Areas for Improvement	Status	Due Date	Comment
efficiently report fraud outcomes to the National Fraud Intelligence Bureau.			Next Steps Reports to force will commence at the end of March 2020.
Recommendation The National Police Chiefs' Council (NPCC) Coordinator for Economic Crime, in consultation with the Home Office and the Director General of the National Economic Crime Centre, should develop a national policing strategy for fraud and, by 31 March 2020, secure its approval by the NPCC for adoption by all police forces. The strategy should: • make clear the roles and responsibilities of police forces and regional organised crime units; • define the relationship between City of London Police as the national lead force, the National Crime Agency (in particular the National Economic Crime Centre) and other relevant bodies, seeking to ensure that their respective roles and responsibilities complement each other and avoid duplication; and • define how fraud intelligence will be developed, disseminated and put to effective use by police forces and the National Fraud Intelligence Bureau. The implementation arrangements for the strategy should include clear communication and review processes.	**AMBER**	March 2020	A Strategy has been developed; consultation has taken place with PCCs, NECC and other priority stakeholder. The final version of the strategy was signed off by Chief Council October 2019. Next steps: Governance for implementation is anticipated for March 2020.
9 Recommendation By 30 September 2019, chief constables should publish their force's policy for responding to and investigating allegations of fraud (in relation to both calls for service and National Fraud Intelligence Bureau disseminations for enforcement).	**RED**	September 2019 Now February 2020	The ECD Fraud team case acceptance Policy SOP has been reviewed and published internally. Next Steps: A narrative for the CoLP external website is to be prepared and published.

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Recommendations & Areas for Improvement	Status	Due Date	Comment
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10	Recommendation With immediate effect, the National Police Chiefs' Council Coordinator for Economic Crime, when issuing to police forces advice on fraud protection that is to be given to the public (including alerts and campaigns), should take responsibility for evaluating the effectiveness of how that advice is given to the public and the effectiveness of the advice.	**AMBER**	March 2020	The force sought to establish a Police National Fraud PROTECT network similar to the Police National Cyber PROTECT network operating at a national, regional, and local level. This was the basis of a funding bid to the Police Transformation Fund. This bid was unsuccessful and subsequently the force engaged with an external partner and identified an internal resource to provide an evaluation capability. These new plans are progressing and processes are expected to be in place by March 2020.
14	Recommendation With immediate effect, the National Police Chiefs' Council Coordinator for Economic Crime should: • carry out (and subsequently evaluate) a campaign to raise the public awareness of the existence and role of Action Fraud; and • provide chief constables with a description of the role of Action Fraud for uploading to force websites.	**AMBER**	March 2020	A description of the role of Action Fraud has been produced and sent to forces. A draft campaign strategy has been produced and shared with the Home Office who agreed with a multi-agency approach. This is the preferred approach. Funding of the campaign is cannot be funded by Action Fraud, Home Office are aware. The multi-agency approach is intended to share costs. Work not expected to start until March 2020.
16	Recommendation By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should provide guidance to Action Fraud and chief constables. This is to ensure that,	**AMBER**	September 2019	The role of Action Fraud has been published together with a standard of service and includes options open to victims for civil redress.

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Recommendations & Areas for Improvement	Status	Due Date	Comment
promptly on reporting a fraud, victims are provided with explanations of: • the role of Action Fraud; • the process by which their fraud report will be considered for assessment or referral to the police (or other law enforcement agency) by the National Fraud Intelligence Bureau; • how to obtain an update on the progress of their case; • how, following referral from the National Fraud Intelligence Bureau, the decision on whether and how to investigate rests with the police (or other law enforcement agency); and • the options open to victims of fraud to seek civil redress as an alternative (in cases where criminal investigations are not carried out or do not lead to convictions).		Now March 2020	Key performance indicators are also published on the Action Fraud website. Next steps Redesign the initial fulfilment letter provided to victims reporting to Action Fraud. The letter received will outline what happens following the receipt of a crime report and the potential outcomes e.g. review and dissemination, non-review. This will be supported by an illustrative diagram.
18 <u>Area for Improvement</u> Chief constables should ensure their forces improve the identification and mapping of organised crime groups in which the principal criminality is fraud.	**NEW GREEN**	March 2020	The force already identifies and maps organised crime groups. Identification and mapping are discussed at the force Serious and Organised Crime Board. The force Serious and Organised Crime Board reviews a dashboard at each meeting, this dashboard monitors mapped primary criminality – of which is a significant proportion A City and National Lead Force case acceptance policy has been produced and published internally.
19 <u>Area for Improvement</u> Chief constables should ensure that fraudsters are included among those considered for serious organised crime 'prevent' tactics, including by local strategic partnership boards and through integrated offender management processes.	**NEW GREEN**	March 2020	Fraudsters are discussed at the force Serious and Organised Crime Board. Organised crime prevent tactics are included with the fraud case acceptance and review policy – publication pending. The force has a Lifetime Offender Management Unit - its' supervisor provides Fraud SIOs/Lead investigator with an integrated offender

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Recommendations & Areas for Improvement	Status	Due Date	Comment
	NEW GREEN		management and lifetime offender management options - ancillary orders are being pursued as a result. LOM supervisor provides Fraud SIO/Lead investigator with an IOM/LOM options papers - ancillary orders are being pursued The Lifetime Offender Management manager now has a standing invitation to the Economic Crime Directorate Tasking meeting to ensure that engagement is at the earliest stage.
Area for Improvement Chief constables should ensure that their force complies with the Code of Practice for Victims of Crime when investigating fraud.	NEW GREEN	March 2020	Existing arrangements and processes have been reviewed; the HMICFRS report recognised the CoLP has developed a victim contract strategy for use in complex cases and that some other force and regions have adopted it as good practise. The Economic Crime Victim Code of Practice has been reviewed – practises are compliant some ancillary information requires up date.

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City of London Police – Joint inspection of police custody

A national joint report by HMI Prisons and HMICFRS, published March 2018

This report makes 1 recommendation [complete] and 21 areas for improvement for the force of which 2 are complete the remainder are being progressed.

Recommendations & Areas for Improvement	Status	Due Date	Comment

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	Area for Improvement The force should ensure that there is sufficient oversight of how minimum staffing levels are maintained in the custody suite, and the level of overtime in use to achieve these.	AMBER	December 2019 to align with the HMICFRS return visit Now extended to April 2020 to align with Transform	A process is in place to monitor and review the availability of fully accredited staff. Overtime monitoring has been enhanced and authorisation changed to the Custody Manager from Group Inspectors. Duty planning allocate shifts to resilience officers to ensure they maintain their accreditation. A dedicated Custody staffing group has been established on a 3 month rolling basis sourced from Response Groups, alongside DDOs and Custody Goalers to improve both experience and skills and to better control cover and requirement for overtime. Work has been completed to reconcile skills records in TAS with Custody Training Tracker. This has delivered accurate availability of Custody skills report and facilitates more effective use of DMS for planning purposes. Custody management demand to be feed into Transform. Tasks to be progressed: Transform programme [Custody] – work is ongoing; Custody being considered within Investigation strand with proposals to develop alongside AoJ function in train. Detailed staffing structure model being prepared.
3	Area for Improvement The force should address the unsatisfactory conditions that some detainees experience in the suite, especially those detained for long periods, and ensure that the facilities and arrangements for detainees with disabilities and those with limited mobility are suitable.	AMBER	December 2019 to align with the	Van docking arrangements have been formalised. Associated requirements to be capture for the new custody facilities. New design guidelines published by Home Office have been fed into the Accommodation Team. There is potential to arrange a peer review of CoLP design plans of new Custody Suite being investigated with officer from National

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Recommendations & Areas for Improvement	Status	Due Date	Comment
		HMICFRS return visit Now March 2020	Lead team for police Build Custody Blocks once plans are close to finalisation. Tasks to be progressed: Deep Clean and Maintenance works in Custody have been delayed due to operational activities – this work is to be rescheduled into new year – date still TBC. Adaptions (lowering of call bell in 9) and introduction of hatched 'no loitering area' in reception area are programmed to be delivered during Suite closure - rescheduled into new year. Opportunities and documentation necessary to secure funding for delivery of exercise facilities are being investigated.
4 <u>Area for Improvement</u> The force should ensure that all staff follow the College of Policing Authorised Professional Practice and its own policies and procedures to achieve consistent outcomes for detainees.	**NEW GREEN**	December 2019 to align with the HMICFRS return visit	A qualitative dip sample has been developed encompassing HMICFRS findings, best practice from APP/CoP and IOPC reports. It uses a tiered approach based on risk / impact and findings with template presented to CMG on 18.09.19 for sign off. New enhanced process introduced from 01.07.19 for Q2 onwards. An overview report of the dip sampling of Q1 process has been completed. Themes and learning points have been identified and have been supplied to the Custody L&D trainer to incorporate into refresher training and weekly CPD sessions held by Custody Management. Findings include insufficient recording keeping and failures to probe/follow up DP answers when completing Risk

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Recommendations & Areas for Improvement	Status	Due Date	Comment
			Assessments. Good practice records were also identified (for use in training) too. No safeguarding issues identified. Next steps End of Q2 reporting to ensure full process fully embedded. Results of Q2 dip sampling being finalised and collated. Reports for both individual officers from records sampled, incl both good and less good work, being produced alongside along-side themes report. Will be used by Supervisors, L&D and Custody Management team to drive CPD, service improvements and officer performance.
Area for Improvement The force should manage the health care contract effectively, with escalation to a senior level when the service falls below the standard required.	**AMBER**	December 2019 to align with the HMICFRS return visit Now March 2020	Performance data has been defined, data has commenced but remains a work in progress – performance reports are evolving. Data that has been collated to date has enabled some challenge to the health care provider A risk register for custody has been complied but requires development.
6 **Area for Improvement** The force should improve its approach to performance management by collecting comprehensive information, and analysing this to show how well the service is performing and identify where improvements are needed.	**AMBER**	December 2019 to align with the HMICFRS return visit	A performance dashboard is starting to report to the Custody Management Group, but is still a work in progress. Daily and 7 day statistical report are being generated for use by Custody Management.

Recommendations & Areas for Improvement	Status	Due Date	Comment
		Now March 2020	Dip sampling results from quarter 2 are pending presentation to the Custody User Group [November 2019]. Next tasks Development of quarterly reporting underway but reconciliation issues have delayed output. Further refinement of reports in line with Group needs Performance reports for partner activities in line with contract requirements
<u>Area for Improvement</u> Custody records should be completed to a consistently high standard. The recording of information on detention logs should be sufficiently detailed and include all relevant information. Quality assurance processes should ensure that the custody records meet the required standards.	**AMBER**	December 2019 to align with the HMICFRS return visit Now Feb 2020	A dip sample regime has been establish and reported against quarter 1, quarter 2 results are pending. Next steps Development of Show Me Good guides to support officers in completion of necessary documentation
8 <u>Area for Improvement</u> The force should analyse data relating to diversity, to ensure that outcomes for all detainees are fair and demonstrate that custody services are meeting the public sector equality duty.	**AMBER**	December 2019 to align with the HMICFRS return visit Now March 2020	Benchmarking requests have been submitted to all forces – responses being reviewed. Diversity / demographic data is being included with monthly performance reports and presented to the Custody User Group. Reporting tool for H&S incidents being investigated to incorporate diversity information results to be included in Custody Manager's report to CMG

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Recommendations & Areas for Improvement	Status	Due Date	Comment
9	Area for Improvement <u>Area for Improvement</u> Staff should routinely consider, and take any appropriate actions to preserve, detainees' privacy at the booking-in desk.	AMBER	December 2019 to align with the HMICFRS return visit Now March 2020	Unfortunately planned Deep Clean and Maintenance works in Custody have been delayed due to operational activities now planned – this work is to be rescheduled into new year – date still TBC. A mitigation has been identified [laptops utilised in a private side room] and has been communicated to officers and included within CPD safeguarding and welfare responsibilities. Hatching 'no loitering' area in Reception to be marked up to minimise opportunity to view CCTV monitors, rescheduled for the New Year.
10	Area for Improvement <u>Area for Improvement</u> The approach to managing some elements of risk should be improved. In particular: • Detainees who are intoxicated should be placed on observation levels that include rousals. • Detainees' clothing and footwear should only be removed based on an individual risk assessment. • All custody staff should be involved collectively in shift handovers.	AMBER	December 2019 to align with the HMICFRS return visit Now March 2020	<u>Detainees who are intoxicated</u> Continuing Professional Development sessions are being conducted to address this. Revised Qualitative dip sampling template incorporates checking of rousals. Next steps: Await results of Q2 dip sampling to determine if process embedded. <u>Detainees' clothing and footwear</u> Reminders have been issued to all Custody staff This will be further reinforced at ongoing rolling CPD sessions. L&D trainer advised to incorporate in Custody refresher training package.

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Recommendations & Areas for Improvement	Status	Due Date	Comment
			Dip Sample process considers not only if initial risk assessment completed but also how well completed and if it adequately covers the rational for risks identified. Collective in shift handovers A new procedure for Custody handovers due to be implemented from 23rd September 2019. Guidance on requirements for each shift and role (including HCPs issued 19.09.19 provided alongside a Statement of Expectations for Custody Officers and DDOs. . At this time inclusive handover between ND and ET staff remains unresolved due to differing and non overlapping shift patterns.
11	Area for Improvement The force must consistently meet the requirements of PACE code C for the detention, treatment and questioning of suspects. In particular by: • consistently issuing an up-to-date rights and entitlement notice to all detainees, translated into the detainee's own language when required (paragraph 3.2 of PACE code C) • clearly explaining to detainees who are held 'incommunicado' the reasons for this, and ensuring that it is lifted promptly when the reasons for invoking it have expired (annex B of PACE code C) • ensuring that all custody sergeants and staff provide translated documents to non-English-speaking detainees about their detention in their own language (PACE code C Annex M documents).	**NEW GREEN**	December 2019 to align with the HMICFRS return visit Now March 2020	Rights and entitlement notice Out of date notices have been withdrawn and replaced with latest versions. Custody staff have been reminded of requirement to provide Rights & Entitlements notice to all detainees reinforced at CPD and Refresher training sessions. Revised qualitative dip sampling template introduced, awaiting results of Q2 dip sampling to evidence embedding of practices. Explain to detainees who are held 'incommunicado' the reasons for this. Reminders have been issued to Custody staff. Revised dip sampling template includes an assessment of whether Rights & Entitlements have been delayed and with sufficient reason.

Recommendations & Areas for Improvement	Status	Due Date	Comment
	GREEN		Monitoring of overarching dip sampling results from Q2 2019/2020 onwards will reveal trend analysis and compliance which can then be addressed accordingly [pending]. Ensure all custody staff provide translated documents PACE code C Annex M documentation is now readily accessible via NICHE system. This information/process is being provided to all Custody Officers via CPD session and through Custody Initial and Refresher training. Revised dip sampling template includes a specific test for this. Result of future dip samples to identify if the required change has been embedded.
12 Area for Improvement The force should strengthen its approach to conducting PACE reviews of detention by: • ensuring that it meets the requirements of section 107 of PACE, so that all acting inspectors are appropriately authorised to perform the role and that this is clearly recorded on the custody record • conducting rigorous reviews for detainees held in the custody suite on behalf of others forces, so that investigations are carried out promptly and that these detainees spend no longer than necessary in custody • providing accurate and detailed entries on the custody detention log, reflecting the content of the review carried out and ensuring that all detainees are told the outcome of any review conducted while they were	AMBER	December 2019 to align with the HMICFRS return visit Now March 2020	Requirements of section 107 of PACE – authorisation of acting / temporary inspectors Uniform Policing Directorate have determined that processes for authorisations being given are: a) planned /long term authorisations given in advance given and recorded at UPD Local Resource Planning meeting b) for unplanned ad hoc duties. Authority for acting up to Duty / PACE Insp on an ad hoc basis within UPD is to be given via on-call UPD Supt and recorded in day-book. Acting and temporary duties SOP have been revised. The results of dip samples Qtr 2 results are being finalised and collated.

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Recommendations & Areas for Improvement	Status	Due Date	Comment
sleeping, as required by paragraph 15.7 of PACE code C.	AMBER		<u>Reviews for detainees held in the custody suite on behalf of others forces</u> Statement of Expectations for Custody sergeants being reviewed. This will include a requirement to escalate those cases to Duty Insp where an officer considers are not being progressed expeditiously with particular reference to 'other force' Detainee Persons. Statement of Expectations for Duty Insp also being reviewed, updated and reissued to include this requirement. <u>Accurate and detailed entries on the custody detention log</u> Included with the dip sample process
13 <u>Area for Improvement</u> Staff should conduct and record standardised daily cell checks	AMBER	December 2019 to align with the HMICFRS return visit Extended to February 2020	Format of template being discussed. Do not wish it to become a tick box process but to ensure it addresses DP safety and security with qualitative actions. Example format template is being sourced from other force and also via regional Custody forum.
14 <u>Area for Improvement</u> The force should ensure that all custody staff take part in an annual fire drill	AMBER	December 2019 to align with the HMICFRS return visit	Fire Evacuation Exercise Record Document will now record specific names of those involved in any live or planned exercise rather than just Group on duty. Custody Inspector has consulted with CoL Emergency Planning Officer, to devise and facilitate a table-top which took place in September 2019. A live exercise is being planned for 2020.

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Recommendations & Areas for Improvement	Status	Due Date	Comment
		Extended to March 2020 (completion of table top exercise for all groups	This will be in addition to any Facilities Management planned exercises and other unplanned incidents that take place in year.
15 Area for Improvement The governance of the use of force in custody should be improved and provide assurance that when force is used it is safe and proportionate to the risk posed. In particular: • The force should collate accurate data concerning the use of force and ensure that all incidents are adequately recorded on custody records. • All staff involved in incidents in which force is used should complete individual use of force forms. • Incidents involving the use of force should be quality assured, including cross-referencing with closed-circuit television.	AMBER	December 2019 to align with the HMICFRS return visit	Remaining task to develop process for publication of Custody UoF data on public website which aligns with holistic force material. Latest PIU reports indicates 100% compliance NICHE/PRONTO UoF records for all new records now being achieved Results of Q2 dip sampling process being finalised and collated. Reports for individual officers from records sampled being produced, identifying both good and less good work. These will be used by L&D and supervisors to enable an improvement in performance. Decision taken at CMG on 14.11.9 to publish Custody UoF data alongside all Force data. Material to be prepared for publication Work has been conducted with PIU to develop a reconciliation process between PRONTO (where UoF forms are recorded and held) and application of UoF as detailed in Custody records. Reports have commenced and are being provided on a 2 weekly basis. These have revealed errors both for incorrect and inaccurate recording Since 03.06.19 since reconciliation commenced compliance has moved from 20 to 90 %

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Recommendations & Areas for Improvement	Status	Due Date	Comment
			UoF is now part of the Dip Sampling process within custody management section being a Tier 3 review (which includes cross reference with CCTV records). In July 7 out of 14 records sampled. Report presented to CMG on 16.09.19 re detailed UoF in Custody for period June-August 19.
16 <u>Area for Improvement</u> Detainee care should be improved. In particular, detainees should: be able to access fresh air and exercise in a suitable facility; be routinely provided with toilet paper; and be provided with replacement footwear when theirs is removed.	**AMBER**	December 2019 to align with the HMICFRS return visit Now March 2020	This issue has been escalated through governance mechanisms and raised with the Commissioner by Chief Officer Lead Commander Evans. The Commissioner has given his agreement for progression of provision of an exercise yard at Bishopsgate. Provision of funding within CoLP budget envelope to be ascertained. Investigations into requirements of providing a secure exercise area in the courtyard of Bishopsgate have been costed. The available options would still result in compromises for the dignity and respect of DPs in that the area would be overlooked by surrounding buildings. Due to current financial circumstances the force has not been able to secure the necessary level of funding required and is unlikely to be able to do so for the current foreseeable future. There is no alternative mitigations available. Reminders have been issued and will be raised again at the next series of rolling CPD sessions to embed. Dip sampling of initial Risk Assessment records to ensure actions taken in respect of risks identified are adequately recorded.

Recommendations & Areas for Improvement	Status	Due Date	Comment
	AMBER		Reminders have been issued that and will be raised again at the next series of rolling CPD sessions to embed. All Detained Persons to be encouraged to wear footwear provided when they are moving around suite outside of cell.
Area for Improvement The force should ensure that it consistently identifies when an appropriate adult is needed for a vulnerable adult, and that one is subsequently secured without undue delay.	AMBER	December 2019 to align with the HMICFRS return visit Now March 2020	This contract is 'owned' and driven by the CoL Children and Social Services Dept. 2 of collaborating Local Authorities have dropped out (Tower Hamlets and Hackney) and lead CoL officer has left so progress minimal. CoLP (Custody Manager) are liaising with Asst Director of Services (Chris Pelham) to push. In interim suggestion to secure a pool of available 'volunteers' from local community/businesses who can be called upon immediately to at least assist in immediate delivery of R&E to vulnerable persons if family/AA persons cannot be secured in a timely fashion being investigated. Contract for AAs has been reviewed (in conjunction with CoL). A requirement to meet needs of Vulnerable Adults as well as children has been included to formalise requirements and service expectations. Specific KPIs have been incorporated into new contract. Specification has been agreed but due to slippage should now be commencing mid July 19. This has now slipped further - updates being chased. PIU are developing reports to monitor performance A revised dip sample template will seek to confirm the necessary improvements are embedded.

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Recommendations & Areas for Improvement		Status	Due Date	Comment
18	Area for Improvement Joint performance monitoring meetings should routinely analyse evidence about all aspects of staffing (vacancies, contingencies, training and supervision) and focus performance data to obtain assurance about detainee outcomes rather than simply considering health care practitioner activity.	**AMBER**	December 2019 to align with the HMICFRS return visit Now March 2020	Data extract work in being undertaken within PIU to support performance monitoring. Reminders have been sent to G4S requesting production of data and for meetings as of recent months these have again not been taking place as arranged. G4S Operations Manager now provide a rota detailing when HCPs available at CP6 and when on call. Monthly meetings for remainder of year have been scheduled with G4S Operations Manager.
19	Area for Improvement The provision of the planned embedded seven-day pilot scheme should be introduced as soon as practically possible.	**AMBER**	December 2019 to align with the HMICFRS return visit Now March 2020	This pilot is being led by Liaison and Diversion Team and delivery is under their control and direction. They are currently in the recruitment phase seeking to secure individuals to these posts. It is hoped that all staff will be in place by end of year. There will be a 7 day service but this will not be fully embedded within City due to activity levels. Staff will be available but based at Bethnal Green or Stoke Newington but will be available for initial telephone triage if necessary. CoLP have supplied an office for L&D officers use. Liaison meetings are held where updates are provided as regards delivery of their project and an anticipated schedule for implementation will be sought. The force has supplied an office for their use.

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Recommendations & Areas for Improvement		Status	Due Date	Comment
		AMBER		Liaison meetings are held where updates are provided as regards delivery of their project and an anticipated schedule for implementation will be sought.
20	**Area for Improvement** The recording of release arrangements, to ensure that detainees are released safely, should be more detailed.	AMBER	December 2019 to align with the HMICFRS return visit Now March 2020	This is included in CPD sessions for Custody Officers. Review of travel assistance offered is to be conducted - petty cash vs travel warrant vs informal arrangements with TfL to support unfunded travel vs use of police vehicles. Guidance to be provided as to suitability of nature of arrangements in line with risks identified for individual (providing cash to drug addict and not using for agreed purpose) The new dip sampling template examines this area.
22	**Area for Improvement** Detainees should be moved to escort vehicles in a way which protects their dignity and privacy.	AMBER	December 2019 to align with the HMICFRS return visit Now February 2020	The Uniform Policing Directorate Head has directed that drivers of vans / cars delivering to or conveying prisoners from Bishopsgate must reverse to the station doors. This will reduce the risk of indignity as highlighted by the inspection, but also maximise officer safety and minimise risk of prisoner escape and any physical risk to prisoners. The Custody Manager is drafting a Guidance Document for publication to support.

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Policing and Mental Health - Picking Up the Pieces

A national joint report by HMICFRS
Published November 2018

This report makes 3 recommendations for the police; 2 are complete, 1 pending input from the College of Policing

	Recommendations & Areas for Improvement	Status	Due Date	Comment
Page 124	**Recommendation** By December 2019, forces should develop a better understanding of their mental health data, and the nature and scale of their demand. All forces should carry out a 24-hour snapshot exercise, using the new national definition of mental ill-health in Recommendation 1. This would help them see where their mental health demand is concentrated and identify any gaps in their data. The NPCC mental health lead should set out how the data was collected during the Welsh forces' snapshot exercise. This exercise will help forces understand the strain on the service by assessing the combination of demand and workload. This will then help forces when establishing and reporting mental health demand in their force management statements (FMSs).	**NEW GREEN**	December 2019	On the 7th August 20190 the NPPC lead for Mental Health and Policing wrote to Chief Constables confirming that a national mental health 24 hour demand exercise is to take place on Tuesday 8th October 2019. This was postponed until the 12th November2019 - this return has be made
3	**Recommendation** By August 2019, all forces should review their existing partnership mental health triage services to assess their effectiveness, and the environment they are operating in. This will help them make decisions about sustainable future services with partners to make sure mental health care needs are being met.	**WHITE**	August 2019	Practice guidelines from the College of Policing to help forces benchmark their triage activity are pending. During the hot debrief for integrated PEEL inspection November 2018, feedback was positive in this area.

Recommendations & Areas for Improvement	Status	Due Date	Comment
If forces find any deficiencies in their triage services, they should take steps to address them as soon as reasonably practicable. The College of Policing has agreed to devise some practice guidelines to help forces benchmark their triage activity. We will inspect on progress in this area as part of our integrated PEEL assessments inspection framework.			

Understanding the difference: the initial police response to hate crime

A national report by HMICFRS

Published July 2018

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

	Recommendations & Areas for Improvement	Status	Due Date	Comment
6	<u>Cause of concern</u> We found that forces don't consistently use the Home Office cyber-enabled flag. This means forces and the government may not have good enough information to understand how much different groups are targeted online, which means they can't make sure effective decisions are made about how to respond. <u>Recommendation</u> We recommend that, within three months, chief constables make sure that the Home Office cyber-enabled flag is	**RED**	October 2018 Now March 2020	The Head of Public Protection produced a new role and responsibilities [Crime Screening, Allocation and Finalisation Force Policy & Standard Operating Procedure] ahead of the implementation of the new Force Resolution Centre to ensure appropriate processes are embedded, which included flagging. The force resolution centre went live 1st April 2019 and the deadline for this action is extended to January 2020 to ensure that compliance with the guidance is bedded in.

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.	■		The Performance Information Unit have confirmed that this flag is used to extract data from forces systems [Niche] and used within returns to the Home Office. Next Steps: HMICFRS inspected the Force Nov/Dec 2019 [Child Protection] during the hot debrief concerns were raised around flagging – the force needs to further assure that processes are being adhered to.

Recommendation
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.
   • 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	This action is for the NPCC lead for hate crime and College of Policing.
			
			The force complies with current guidance issued by the College of police Hate crime operation guidance 2014.
			
			The College of Policing are reviewing their guidance and this is out for consultation – closed 5/11/2019.
			
			There is currently no date for formal publication.

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PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS
Published March 2018
This report was published 22nd March 2017.

There are 4 recommendations which applies to the force; 3 are complete, 1 is held at WHITE pending input from the College of Policing

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	**Recommendation** The College of Policing, working with the NPCC leads, should develop an approach to peer review. This approach should support forces to work with each other to improve how they identify, respond to and keep safe vulnerable victims. The infrastructure to support peer reviews should be in place by September 2018 with the first reviews taking place by January 2019.	**WHITE**	September 2018 And January 2019	Local peer review and opportunities to share best practice are being developed through the regional Vulnerability Steering Group chaired at commander level by the MPS. BTP are in attendance. The force submitted its Vulnerability Action Plan to the NPCC lead (Norfolk) Although broadly positive, feedback was received that we needed to improve our strategic training with partners. Supt UPD Ops is negotiating attendance for CoLP and relevant COL leads to attend the highly recommended MPS-designed Hydra exercise called the Strategic Partner Agency Safeguarding Exercise (SPASE) designed for senior leaders in policing, health, education, children and adult services. A review of the National Vulnerability Action Plan is due to be undertaken – the force has been invited to be part of the review team.

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