Public Document Pack

Performance and Resource Management Committee of the City of London Police Authority Board

Date: **FRIDAY, 16 OCTOBER 2020**

Time: **11.00 am**

Venue: **VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)**

Members:

Douglas Barrow (Chairman)
Deputy Keith Bottomley
Tijs Broeke
Helen Fentimen
Alderman Timothy Hailes
Andrew Lentin
Caroline Mawhood
Deborah Oliver
Graham Packham
Deputy James Thomson
Dan Worsley

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Accessing the virtual public meeting

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https://youtu.be/ljsoIzoRb0k

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John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **TERMS OF REFERENCE**
   To receive the terms of reference of the Performance and Resource Management Committee as approved by the City of London Police Authority Board at its meeting on 29 July 2020.

   For Information
   (Pages 1 - 2)

4. **MINUTES**
   To consider the public minutes and non-public summary of the meeting held on 7 February 2020.

   For Decision
   (Pages 3 - 10)

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

   For Information
   (Pages 11 - 14)

6. **Q1 BUDGET MONITORING 2020/21**
   Report of the Commissioner.

   For Information
   (Pages 15 - 40)

7. **POLICING PLAN 2020-23 - PERFORMANCE AGAINST MEASURES FOR END Q1 FOR THE YEAR 2020-21**
   Report of the Commissioner.

   For Information
   (Pages 41 - 60)

8. **HER MAJESTY'S INSPECTOR OF CONSTABULARY, FIRE AND RESCUE SERVICES (HMICFRS) INSPECTION UPDATE**
   Report of the Commissioner.

   For Information
   (Pages 61 - 106)

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

For Information
(Pages 107 - 108)

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

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

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

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**
To consider the non-public minutes of the meeting held on 7 February 2020.

For Decision
(Pages 109 - 110)

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

For Information
(Pages 111 - 112)

15. **WORKFORCE PLAN 2018-2023 - REFRESH**
Report of the Commissioner.

For Information
(Pages 113 - 148)

16. **TRANSFORM PROGRAMME: UPDATE ON IMPLEMENTATION AND EFFICIENCIES**
Report of the Commissioner.

For Information
(Pages 149 - 178)

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

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

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Performance and Resource Management Committee

Composition

- Up to five Members of the Police Authority Board appointed by the Police Authority Board, in addition to the Chairman and Deputy Chairman;
- Two co-opted Members to be appointed by the Audit and Risk Management Committee; and
- Up to two co-opted Members to be appointed by the Police Authority Board.
- A co-opted Member to be appointed by the Finance Committee.

Terms of Reference

To be responsible for:

Policing Plan and Performance

a. *overseeing the monitoring of performance against the City of London Policing Plan and measure crime and harm reduction against appropriate benchmarks;*

b. *monitoring government, policing bodies and other external agencies' policies and actions relating to police performance and advising the Police Authority Board or Commissioner as appropriate;*

c. *Oversight of the delivery of the City of London Police Corporate Plan and Strategic Policing Requirement;*

d. *Monitoring of HMICFRS reporting and implementation of recommendations, and other relevant reporting.*

e. *Monitoring of Human Resources issues not covered by the Professional Standards and Integrity Committee.*

Finance, Asset Management and Change

f. *overseeing the Force's resource management in order to maximise the efficient and effective use of resources to deliver its strategic priorities including monitoring against budget, scrutiny of proposed budgets, and the Medium Term Financial Plan;*

g. *Scrutiny and recommendations around capital spend and programmes.*

h. *Oversight of Force Commercial Projects;*

i. *Oversight of Risk and Transform;*

j. *Scrutiny of Police Accommodation strategy requirements.*

k. *Scrutiny of internal audit reporting and implementation of recommendations.*

l. *making recommendations to the Police Authority Board to change procedures, where necessary.*

m. any other matter referred to it by the Police Authority Board.

PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE POLICE AUTHORITY BOARD
Friday, 7 February 2020

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, 7 February 2020 at 10.30 am

Present

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

City of London Police Authority:

Simon Latham	-	Deputy Chief Executive
Alex Orme	-	Head of Police Authority Team
Rachael Waldron	-	Compliance Lead
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

City of London Police Force:

Alistair Sutherland	-	Assistant Commissioner
Oliver Shaw	-	Detective Superintendent
Luke Baldock	-	Chief Inspector
Paul Adams	-	Head of Governance and Assurance
Carl Tomlinson	-	Finance Director
Hayley Williams	-	City of London Police

1. **APOLOGIES**
Apologies were received from Nick Bensted-Smith. The Town Clerk noted that Tijs Broeke had given notice that he would be arriving late.

The Chairman welcomed Dawn Wright to her first meeting.

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

3. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 15 November 2019 be approved as a correct record. In response to a query, the Town Clerk confirmed that Dawn Wright's appointment was up until April 2020.

4. **REFERENCES**

Members considered a joint report of the Town Clerk and Commissioner regarding references arising from previous meetings.

RESOLVED, that the report be received.

5. **BUDGET MONITORING QUARTER 3 2019/20**

Members considered a report of the Commissioner regarding Budget Monitoring Quarter 3 2019/20 and the following points were made.

- The Finance Director introduced the report and emphasised the fact that the Force was carrying significant vacancies as outlined at table six within the report.

- The Deputy Treasurer was heard, who welcomed the assurances regarding non-pay going forward as set out at table three. They added that there was a risk around filling the 44 posts for which the Home Office had provided the Force with £1.2m. Finally, the Deputy Treasurer expressed some caution over the exact budget for the projects set out at table eight.

- The Assistant Commissioner noted that, regarding recruitment, the Force had convened a Recruitment Gold Group to oversee the issue, although he cautioned that the Force was seeking to recruit at a time of high national demand given the government's commitment to recruit 20,000 new officers.

- In response to a question, the Finance Director replied that the Force did not have a contingency budget in the event of failing to recruit to the existing vacancies – any budget variance would need to be offset, or a funding request submitted to the Home Office.

- The Chairman welcomed the work that the Force had put in to provide Members with a greater understanding on pay elements of the budget but noted that a similar exercise should now be conducted to achieve a greater level of confidence in non-pay elements of the budget. He asked for the Force to provide an assurance that the final version of the Medium-Term Financial Plan would provide this (1/2020/P).

- A Member expressed concern over the impact of incidents such as London Bridge and related inquests on the Force budget and suggested that the Force review how examples of this budget impact could be mitigated in future.

- In light of discussion, Members requested that the Treasurer work with the Force to develop a Reserves policy for the Force (2/2020/P).

- A Member noted that a budget line on utilities should be straightforward to forecast.

- In response to a question, the Assistant Commissioner replied that the Force classed overtime as either planned or unplanned, with planned overtime being straightforward to control..

- In response to a question, the Assistant Commissioner agreed to provide confirmation that the Force was compliant with Proceeds of Crime Act (POCA) guidelines in terms of allocating funds for services (3/2020/P).

- A Member noted that Crime and Uniformed policing were two areas carrying significant vacancies which were also a priority for the Force and Authority in terms of the Policing Plan. Members requested in light of this that workforce assumptions be made clear in the Medium-Term Financial Plan (4/2020/P).

RESOLVED, that the report be received.

6. **POLICE FUNDING SETTLEMENT 2020/21 AND IMPACT ON MEDIUM TERM FINANCIAL PLAN (MTFP)**
Members considered a report of the Treasurer regarding the Police Funding Settlement 2020/21 and impact on the Medium-Term Financial Plan.

RESOLVED, that the report be received.

7. **CITY OF LONDON POLICE PROVISIONAL REVENUE AND CAPITAL BUDGET 2020/21**
Members considered a report of the Commissioner regarding the City of London Police Provisional Revenue and Capital Budget 2020/21 and the following points were made.

- The Chairman noted that the report had already been reviewed by the Police Authority Board at its January 2020 meeting, and that a further updated version including more strategic narrative would be submitted to the February 2020 meeting.

- The Chairman noted that the budget contained some elements of risk, namely given the fact that some budget lines i.e. the National Enabling Programme (NEP) were outside of the Authority and Force's control.

- In response to a question, the Finance Director confirmed that the budget forecast a vacancy rate of £1.2m, or 28 posts. The forecast overtime remained unchanged despite less vacancies given that overtime was an ever-present budget pressure which would nevertheless be closely monitored.

- The Head of Police Authority Finance cautioned that funding for Action Know Fraud had yet to be reflected in the budget.

- The Chairman referred to the reference to support services within the report and noted the scope for shared services between the Authority and the Force, which would be the subject of a report to the Police Authority Board.

RESOLVED, that the report be received.

8. **INTERNAL AUDIT UPDATE REPORT**

Members considered an update report of the Head of Audit and Risk Management (Authority) regarding Internal Audit and the following points were made.

- In response to a question, the Head of Audit and Risk Management confirmed that the scheduled 2020 audit programme would be completed by March, but that the final report would take a little longer to produce.

- In response to concerns raised regarding the backlog of work, the Head of Audit and Risk Management noted that he was relatively new in post and was working hard to address the backlog.

- In response to a comment, the Head of Audit and Risk Management agreed to review how the Internal Audit function compared with other Police Authorities and PCCs (5/2020/P).

- In response to a comment regarding revised financial controls the Finance Director noted that the Force's Finance Team was relatively new in post, and that he was confident the revised controls would stand up to scrutiny.

- The Chairman noted that internal audit recommendations regarding the Transform Programme had been implemented, hence that audit being graded Green – nevertheless Members should be mindful that implementation of the Transform operating model did not commence until April 2020.

RESOLVED, that the report be received.

9. **POLICING PLAN 2019-20- PERFORMANCE AGAINST MEASURES FOR END Q3**

Members considered a report of the Commissioner regarding the Policing Plan 2019/20 – performance against measures for end Q3 and the following points were made.

- The Assistant Commissioner noted that significant increases in crime were being recorded in areas that historically had not been an issue i.e. violent robbery. The Safer City Partnership would have a key role in

addressing areas such as this during 2020/21, alongside the Force's Transform programme.

- In response to a question, the Assistant Commissioner noted that the Force would shortly be reviewing its Control Strategy to ensure that it was appropriately targeted.

- Members noted the importance of Community Policing in their contribution to community safety and engagement and suggested that the Police Authority Board carry out a deep dive review of this strand at a future meeting (6/2020/P).

- Members noted that ratepayers had a key role in feeding into Community Policing.

RESOLVED, that the report be received.

10. **STAFF SURVEY - 8 COMMITMENTS**

Members considered a report of the Commissioner regarding the Staff Survey – 8 Commitments and the following points were made.

- In response to a question, the Chief Inspector noted that the Force was liaising with Durham University regarding future survey iterations. On the basis of advice from Durham, the Force had decided against holding a shorter-format 'pulse' survey in the period since 2017.

- In response to a request, the Chief Inspector agreed to ensure that the forthcoming staff survey would be benchmarked against the 2017 iteration (7/2020/P).

RESOLVED, that the report be received.

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

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

- The Chief Inspector noted that the scheduling of inspections over the past 18 months had proved challenging for the Force in terms of resourcing appropriate responses. The number of Red recommendations had been reduced from 8 to 6, and it was estimated that the next PEEL inspection would take place in 2021.

- In response to a comment, the Assistant Commissioner agreed to ensure that explicit timelines for implementation were allocated to responses to recommendations, and assured Members that in the meantime each recommendation was closely monitored within the Force (8/2020/P).

- The Assistant Commissioner noted that the Force was awaiting guidance from the National College of Policing regarding unconscious bias training.

- The Chairman requested that the Force and Authority consider how best to ensure HMICFRS and Mackey/Savill recommendations regarding the National Lead Force element could be appropriately addressed (9/2020/P).

RESOLVED, that the report be received.

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

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

14. **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 Act.

15. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 15 November 2019 be approved as a correct record.

16. **NON-PUBLIC REFERENCES**
Members considered a joint report of the Town Clerk and Commissioner regarding non-public references arising from previous meetings.

17. **MINUTES - MEDIUM TERM FINANCIAL PLAN (POLICE) WORKING PARTY**
RESOLVED, that the minutes of the Medium-Term Financial Plan Working Party meeting held on 10 January 2020 be received.

18. **TRANSFORM PROGRAMME: UPDATE ON THE DEVELOPMENT OF COLP'S TARGET OPERATING MODEL (TOM) AND ALIGNED EFFICIENCIES**
Members considered a report of the Commissioner regarding the Transform Programme: Update on the development of City of London Police's Target Operating Model and Aligned Efficiencies.

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.

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

There was no other business.

The meeting ended at 12.20 pm

Chairman

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

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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	**COMPLETED**
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	**COMPLETE** Budget reporting has been revised to include greater detail and level of granularity in the reports and appendices. The Q1 Report is on the agenda. Any further feedback will be considered.
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** MTFP is due to report in November or December 2020.

CITY OF LONDON POLICE: OFFICIAL - PARTNERS

PEFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

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	**COMPLETE** A meeting took place on the 23rd March attended by the Deputy Chairman, Police Authority Team, Head of PA finance and Force Chief Operating and Finance Officer and Financial Services Director. The reporting template was discussed and agreed. Any further feedback will be considered.
1/2020/P	**7 February 2020** Item 5 – Budget Monitoring Q3	Force to review non-pay budget elements to ensure parity of understanding with pay elements in final version of MTFP.	Head of PA Finance/ COFO	**IN PROGRESS** MTFP due to report in November/ December 2020.
2/2020/P	**7 February 2020** Item 5 – Budget Monitoring Q3	Force Reserves (Finance) Policy to be developed.	Chief Operating and Finance Officer / Treasurer	**IN PROGRESS** This OR was subsumed into the PAB ORs at the request of the PAB Chairman. The report was due to be presented to the October PAB but has been deferred to November/ December at the request of the Treasurer to tie in with MTFP and way forward on Lisvane recommendations.
3/2020/P	**7 February 2020** Item 5 – Budget Monitoring Q3	Confirmation on Force compliance with POCA regulations to be provided.	Assistant Commissioner	**COMPLETE** The Force uses POCA in line with ARIS[1] guidance. This is included in the Q1 Budget Monitoring report at para 11.3-11.6.

[1] Asset Recovery Incentivisation Scheme

CITY OF LONDON POLICE: OFFICIAL - PARTNERS

PEFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

4/2020/P	**7 February 2020** Item 5 – Budget Monitoring Q3	Final version of MTFP to include explicit workforce assumptions, given high vacancy factor in Uniform policing.	Chief Operating and Finance Officer / Treasurer	**IN PROGRESS** MTFP due to report in November/ December 2020
5/2020/P	**7 February 2020** Item 8 – Internal Audit Update	Internal Audit function to be benchmarked against peer Forces/Authorities.	Head of Audit and Risk Management	**IN PROGRESS** Update on reference and timeline to be provided at October 2020 meeting.
6/2020/P	**7 February 2020** Item 9 – Policing Plan 2019/20 Q3	Recommendation to be put to Police Authority Board to conduct deep dive review of Community Policing.	Commissioner / Chief Executive	**FEEDBACK REQUESTED AT OCTOBER 2020 MEETING** The Force is due to move to new Sector Policing Model under Transform and Member guidance is requested whether a deep dive on Community Policing is still required.
7/2020/P	**7 February 2020** Item 10 – Staff Survey	Forthcoming staff survey to be benchmarked against 2017 staff survey.	Commissioner	**IN PROGRESS** The 2020 Staff Survey has just gone out for completion. It was delayed owing to COVID-19 and other surveys that were going on during the last reporting period. This will be benchmarked against the 2017 survey and that is why the Force has continued with the Durham University Survey i.e in order to work from the baseline survey in 2017.

CITY OF LONDON POLICE: OFFICIAL - PARTNERS

PEFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

8/2020/P	**7 February 2020** Item 11 – HMICFRS Update	Explicit timelines to be allocated to delivery on HMICFRS recommendations.	Commissioner	**COMPLETE** Explicit timelines are already included on the HMICFRS recommendations where possible and appropriate.
9/2020/P	**7 February 2020** Item 11 – HMICFRS Update	Force and Authority to consider how response to HMICFRS and Mackey/Savill recommendations regarding National Lead Force can be aligned.	Commissioner / Chief Executive	**COMPLETE-** The Mackey/Savill Recommendations are being reported on separately to the Economic Crime Committee. They are different to the HMICFRS Inspection Recommendations but where there is cross over this is being managed. There is only one Recommendation from the Fraud Inspection outstanding and this is dependent upon the next generation AF service procurement timeline being established.

CITY OF LONDON POLICE: OFFICIAL - PARTNERS

Agenda Item 6

Committee:	**Date**:
Police Authority Board Performance and Resource Management (Police) Committee	6 October 2020 16 October 2020
Subject: Q1 Budget Monitoring 2020/21	**Public**
Report of: Commissioner of Police Pol 67-20	**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 £84.9m. This includes the 67 locally agreed growth posts and the 44 National Uplift Year 1 posts. This report outlines the financial position for the first quarter of the 2020/21 financial year. Current projections indicate an underspend of £4.0m by the end of the year, primarily due to the large number of vacancies. An ambitious recruitment programme is in progress, aiming to fill all vacant posts by the end of the financial year. It is therefore anticipated that the underspend position will change in line with new recruitment.

The Police Authority Board decision taken under 'Urgency' on 12th June 2020 was that costs relating to Action Fraud in meeting contractual obligations (procurement, licence fees and exit/transition) in the region of £3.8m would be funded from Police budget underspends. Most, but not all, of these costs are expected to fall within the 2020/21 financial year, and some purchase orders have been raised since the end of the quarter covered within this report. There is an expectation that a separate Home Office grant will meet part of the service improvement costs, however, there is no certainty at this stage that this will be the case.

Any residual underspends at the end of the financial year may be allocated to repayment of the Action Fraud loan to the Corporation of London.
A challenging savings plan is in place. £5.7m is fully built into the budget, with £1.6m in pay and £4.1m in non-pay.

The budget and the savings plans are closely monitored throughout the year with fortnightly meetings between Force and Police Authority finance staff, and monthly meetings with the Commissioner, Force Chief Operating and Chief Finance Officer (COFO) and Police Authority staff. The Savings Tracker is further subject to monthly monitoring meetings and updated Action Plan.

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 £84.9m. This includes the 67 locally agreed growth posts and the 44 National Uplift posts.

1.2 The budget is funded as follows:

Table 1

Funding Type	Amount (£'000)	%
HO Core Grant	61,130	72.0%
Business Rate Premium	13,800	16.3%
Precept Grant	3,450	4.1%
Legacy Council Tax Grant	80	0.1%
Contact Centre Funding	680	0.8%
HO Pension Grant	840	1.0%
67 Growth	5,400	6.4%
Capital priorities	(500)	-0.6%
Total Funding	**84,880**	**100%**

1.3 The latest forecast position is summarised below

Table 2

	20/21 Budget £m	Budget YTD £m	Actual (Q1 YTD) £m	Variance YTD £m	Year end Forecast £m	Proj Variance £m
Pay						
Officers – net	61.1	15.3	12.9	(2.4)	59.0	(2.1)
Staff – net	26.0	6.5	5.8	(0.7)	24.7	(1.3)
Overtime	2.2	0.5	0.3	(0.2)	2.0	(0.2)
Agency	1.6	0.4	0.2	(0.2)	1.2	(0.3)
Indirect employee costs	2.3	0.6	0.5	(0.1)	2.3	0.0
Pensions Contrib.	23.0	5.8	0.0	(5.8)	23.0	0.0
Total Pay	**116.1**	**29.0**	**19.7**	**(9.4)**	**112.2**	**(3.9)**
Non-Pay	**37.4**	**9.4**	**4.2**	**(5.1)**	**37.1**	**(0.3)**

Total Expenditure	**153.5**	**38.4**	**23.9**	**(14.5)**	**149.3**	**(4.2)**
Income						
Specific Grant	(51.5)	(12.9)	19.4	32.3	(52.3)	(0.8)
Partnership	(13.0)	(3.2)	(0.6)	2.6	(12.4)	0.6
Fees & Charges	(4.1)	(1.0)	(0.3)	0.7	(3.8)	0.3
Total Income	**(68.6)**	**(17.2)**	**18.5**	**35.7**	**(68.5)**	**0.2**
Funding	**(84.9)**	**(21.2)**	**(21.2)**	**0.0**	**(84.9)**	**0.0**
Underlying Deficit	**0.0**	**0.0**	**21.1**	**21.1**	**(4.0)**	**(4.0)**

1.4 Table 2 indicates a projected underspend of £4.0m, predominately within pay. At the end of June 2020, the Force has 161 vacancies, both officers and staff.

1.5 Non-Pay

Non-Pay is currently forecasted to budget at the end of Q1. Non-Pay comprises 24% of the gross expenditure budget, and it covers:

- Premises - £2.4m
- Supplies and Services - £17.5m
- Transport - £1.9m
- Third Party Payments & Recharges - £15.6m

1.6 In addition;

- Overtime and Agency is forecasted near budget. The use of agency staff is lower than previous year due to a fully funded pay budget, in previous years we have been holding a high vacancy factor to meet required in-year savings.
- COVID-19 has added pressure to the overall budget, however, the Home Office has allowed police forces to claim 50% of the allocated ring-fenced Uplift Grant for this purpose. The CoLP grant is £1.2m, and 25% of this grant was received in Q1.
- It is anticipated that most of the projected underspend will be utilised for Action Fraud as set out above, and any residual underspends will be used towards repayment of the Action Fraud loan from the Corporation. No expenditure has been incurred to date so it is not included in the Q1 forecast.
- It should be noted that there are some significant areas of risk attached to the forecast; e.g. due to travel restrictions, no international training can currently take place and there is likely to be a shortfall in income from the Economic Crime Academy. The position will be closely monitored during

the financial year, and additional savings will have to be found if the budgeted income does not materialise.

- Some grants are also at risk, e.g. the TfL grant due to the financial position for TfL while people are avoiding public transport. The position will be reviewed every quarter, in line with announcements made by TFL. So far we have received confirmation from TFL that the Q1, and for the purpose of this report it is assumed that the following quarter's will be also be received in full. However, this may not materialise.

1.7 The YTD position for income includes provision for income that was accrued in 2019/20 for National Lead Force, National Fraud Intelligence Bureau and the National Cyber Security Programme, which has all been received after the end of Q1.

2 Savings Target

2.1 Savings mitigations of £5.7m are fully factored into the 2020/21 budget, comprising £1.6m pay and £4.1m non-pay. A savings tracker is in place, which is closely monitored through internal governance, fortnightly monitoring meetings with the Police Authority, and reported to Police Authority Board quarterly. Pay savings will be found through workforce and vacancy management in core funded posts.

2.2 Current projections indicate we are on course to deliver the required mitigations, however there are some key risks shown below in Table 3 below:

Table 3

Savings Tracker	Target (£000)	YTD Actual (£000)	Forecast (£000)	Variance (£000)	Risk
Transform pay savings - holding branch	860	860	860	0	G
Average salary reduction through recruitment policy	400	533	533	133	G
Overtime	350	88	350	0	G
Total pay	**1,610**	**1,481**	**1,743**	**133**	
Savings through National Policing Programmes - NEP	1,300	0	1,300	0	R
IT Transformation	20	0	40	20	A
Digitisation of external services	100	0	100	0	A
Support Services review	350	0	350	0	A
Asset Recovery	100	0	100	0	A
Commercial activity and income generation	950	0	1,253	303	A
Estate savings	1,300	0	581	(719)	R
Total non-pay	**4,120**	**0**	**3,724**	**(396)**	
Total	**5,730**	**1,481**	**5,467**	**(263)**	

2.3 The main risk in the savings tracker related to NEP, where there is a delay nationally in rolling out the programme. To mitigate this, a new holding branch to a value in the region of £1m will be established, containing vacant posts that may be deleted in line with the national programme roll out. The remaining

£300,000 will be found from IT systems savings, e.g. a review of current systems and devices. An updated Savings Tracker is shown in Appendix 2.

2.4 Due to international travel restrictions it has not been possible to deliver overseas training in accordance with the Corporate Plan. Some of the commercial projects have also been delayed due to COVID19. There is a build up of demand for international training and some training has been scheduled for January – March 2021 generating income in the region of £140,000. However, at this stage it is uncertain whether this can go ahead or not, and the position will be closely monitored throughout the year.

2.5 We have successfully applied the full cost recovery model for some of our funded units (where contracts have allowed negotiations), which has partly off-set the shortfall.

2.6 Overall delay in the Accommodation Programme means there is a delay in the closure of Wood Street. The Force is considering alternative accommodation related savings to off-set the shortfall, as shown in Appendix 2.

3 Directorate Revenue Position

3.1 As at the end of Quarter One, current projections indicate an underspend of £4.0m; Table 4 below sets out the Directorate position. This includes £5.7m budget mitigations shown above.

Table 4

Directorates	20/21 Budget £'000	Budget YTD £'000	Actual (Q1 YTD) £'000	Variance YTD £'000	Year end Forecast £'000	Proj Variance £'000
BSD	29,797	7,449	15,611	8,162	27,654	(2,143)
Crime	11,750	2,938	3,380	442	10,617	(1,133)
ECD	8,681	2,170	27,644	25,474	8,458	(223)
I&I	14,347	3,587	3,235	(352)	14,347	0
UPD	20,309	5,077	4,384	(693)	19,804	(505)
Grand Total	**84,884**	**21,221**	**54,254**	**33,033**	**80,881**	**(4,003)**

3.2 Business Support Directorate – **underspend of £2.1m**

The BSD directorate budget holds the unallocated overheads, unallocated national uplift and the unallocated overtime the agency budget for the whole Force.

The Directorate is holding vacant posts of 4.92 FTE.

3.3. Crime Directorate – **underspend of £1.1m**

The majority of underspend in Crime is due to vacancies. It is anticipated this underspend will reduce in Q2 due to the large recruitment drive in progress. There is a projected non pay overspend in Forensics outsourced work.
The Directorate is holding vacant posts of 20 FTE.

3.4. Economic Directorate – **underspend of £0.2m**

The projected underspend relates to £1.113m pay related expenditure, offset by £0.891m reduction in income. Income from external funders will be matched to actual expenditure during the financial year.
The Directorate is holding vacant posts of 53 FTE.

3.5 Information and Intelligence Directorate - **breakeven**

A balanced budget is projected. There is an additional emerging pressure due to increased use of digital investigation linked to remote working in the Central Authorities Bureau (CAB) team.
The Directorate is holding vacant posts of 33.7 FTE.

3.6 Uniformed Policing Directorate - **underspend of £0.5m**

The underspend in UPD is mainly due to vacancies. There are significant vacancies within the TFG team due to challenges in recruiting and retaining highly specialist firearms officers. There is also potential loss of TFL Grant income, at this stage it is estimated a loss of one quarter worth of income (circa £400k). This may not materialise and we continue to monitor the position.
The Directorate is holding vacant posts of 49.6 FTE.

4 Workforce

4.1 The pay budget constitutes 76% of the expenditure budget. The current establishment, including 67 locally agreed growth posts and 44 National Uplift, is 1,389 FTE, comprising 887 Officers and 502 staff. The actual workforce paid in June 2020 was 1,228 FTE comprising 778 Officers and 450 Staff.

4.2 Table 5 below sets out the actual position by month for Quarter one, and a forward projection by month for the rest of the financial year. It should be noted that this is only a forecast; it is particularly difficult to predict exactly when posts will be filled due to the timing and success of recruitment campaigns, probationer intake, and the vetting process. The position is closely monitored via the Force Strategic Workforce Planning Board, which meets monthly, and the position will be updated over time and covered in the Q2 and Q3 reports.

Table 5 – Actual workforce numbers for Q1 and forward projections

FTE

	Month	Officers (FTE)	Staff (FTE)	Total (FTE)
Actual	Apr	768	447	1,214
	May	768	448	1,216
	Jun	778	450	1,228
Forecast	Jul	803	456	1,259
	Aug	826	481	1,307
	Sep	851	483	1,334
	Oct	870	486	1,356
	Nov	884	488	1,372
	Dec	885	492	1,377
	Jan	883	493	1,376
	Feb	887	500	1,387
	Mar	887	501	1,388

Head count

Headcount	Est	Apr	May	Jun
Officers	887	777	781	790
Staff	502	462	464	465
Total	**1389**	**1,239.00**	**1,245.00**	**1,255.00**

4.3 National Uplift

The Prime Minister pledged to recruit 20,000 extra police officers in England and Wales over three years, with a recruitment drive that started in September 2019. We 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 in the 2020/21 police settlement in January.

To date, 24 officers have been recruited to the 44 new posts.

4.4 67 Growth

Recruitment towards the 67 locally agreed growth is under way. To date, at the end of August 2020, 51 posts have been filled, 11 are currently in vetting and a further 5 will be filled in the near future.

Post Title	Establishment	In Place	Vacant
ARV Constable	13	13	0
Communications Officer - Servator	1	1	0
Constable	4	4	0
Counter Corruption Officer	2	2	0
Detective Constable ART	8	8	0
Disruptive Effects Officer	24	11	13
Disruptive Effects Officer - Inspector	1	1	0
Disruptive Effects Officer - Sergeant	2	1	1
Firearms Chief Inspector	1	1	0
Firearms Inspector	1	1	0
Operational Planning Officer	2	2	0
Project Manager	4	4	0
Project Manager (Business Analyst)	2	2	0
Servator Prisoner Handling PC	1	0	1
Servator Tasking & Coordination PC	1	0	1
Grand Total	**67**	**51**	**16**

Recruitment status of vacant post	FTE
In vetting	11
To be appointed	5
Grand Total	**16**

4.5 It is difficult to monitor expenditure against the 67 local growth posts separately from the rest of the budget, however, costs to date are in the region of £2.3m which includes direct salary costs, 25% oncosts, firearms equipment and direct recruitment costs such as advertising and additional HR support. It is anticipated that the 11 at vetting stage will be in post by 31st October and the remaining 5 will be in post by 1st January. The projected underspend against the £5.4m additional funding for the 67 posts is £0.56m, which may be utilised towards repayment of the Action Fraud Loan.

5 Income

5.1 Table 6 below sets out grant funding totalling £64.8m. Current projections indicate a high level of confidence in receipt from all funders

5.2 The majority of grant income is received or accrued for at the end of year. Steps are taken to claim grant income early 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. Negative variances indicate a lower level of grant income than forecast.

Table 6

Name of Grant	Funding Provider £'000	2020/21 Budget £'000	Actual YTD £'000	Projected Outturn £'000	Projected Variance £'000	Risk Rating
Police Pensions Grant	Home Office	(23,000)	(938)	(23,000)	0	G
Counter Terrorism Policy Grant	Home Office	(6,685)	(1,969)	(6,760)	(75)	G
Action Fraud Managed Service	Home Office	(6,200)	5,513	(6,200)	0	G
National Cyber Security Programme	Home Office	(6,110)	6,166	(6,000)	110	G
Action Fraud /National Fraud Intelligence Bureau	Home Office	(4,300)	4,213	(4,300)	0	G
Insurance Fraud Enforcement Team	Association of British Insurers	(4,123)	28	(3,941)	182	G
Economic Crime Capability Development	Home Office	(2,850)	3,263	(2,850)	0	G
Dedicated Cheque & Plastic Card Unit (DCPCU)	UK Payments Administration Ltd	(2,570)	(197)	(2,494)	76	G
National Lead Force	Home Office	(2,500)	2,250	(2,500)	0	G
International Property Crime Investigation Unit (PIPCU)	Intellectual Property Office	(2,053)	1	(1,950)	103	G
Police Transport Grant	Transport for London	(1,884)	(64)	(1,413)	471	A
Cyber Griffin	Corporation	(700)	0	(700)	0	G
Lloyds Sponsorship	Lloyds Bank	(408)	(453)	(309)	99	G
Other - International Training and Development Team	Home Office	(400)	(18)	(400)	0	A
Late Night Levy	Corporation	(300)	0	(300)	0	G
London Safety Camera Partnership	Transport for London	(269)	0	(269)	0	G
Economic Crime Victim Care Unit	Mayor's Office for Policing & Crime	(210)	208	(210)	0	G
Tower Bridge	Corporation	(92)	0	(92)	0	G

Regional Organised Crime Unit Coordinator	Home Office	(90)	92	(90)	0	G
Other - Misc		(5)	(36)	(327)	(322)	G
Common Police Services Contributions	College of Policing and HMICFRS	0	(22)	(45)	(45)	G
National to Local Fraud & Cyber Data Sharing	Home Office	0	585	0	0	G
PTF & NCSP Funding Grant	Miscellaneous income	0	243	0	0	G
20/21 Ring-fenced Police Uplift Programme (PUP)	Home Office	0	0	(723)	(723)	G
		(64,749)	**18,864**	**(64,874)**	**(125)**	

5.4 As illustrated, the key risk areas are around the TfL grant and international training.

5.5 As outlined in the Medium Term Financial Plan, work continues to ensure there is a full cost recovery approach to all funded units. The full cost recovery model is applied as and when existing contracts allow negotiations.

6 Capital Programme

6.1 Progress against the Capital Programme is show in in Appendix 1. At the end of Q1, it is expected that the Programme will be delivered to budget, and this position will be reviewed throughout the financial year, updated in the Q2 and Q3 reports in due course.

7 Accounts Payable

7.1 The table below shows performance relating to payment of invoices within 30 or 10 days. Performance over the past 3 months is 95%, which is below the Corporation's target of 97%.

7.2 Performance is improving month on month, and measures are in place to improve overall performance, including clearing backlogs. Self-service has been rolled out across the force, and the transactional team is now fully staffed with a new Transactional Manager in post, who has made significant improvements to the service.

Table 8

Month	Invoices Received	Compliant Invoices	Value of Compliant Invoices	Compliant Invoices %
Apr-20	557	523	£14,402,277.65	94%
May-20	510	482	£2,636,047.86	95%
Jun-20	506	493	£2,054,962.21	97%

Q1 Total	**1,573**	**1,498**	**£19,093,287.72**	**95%**

8 Accounts Receivable

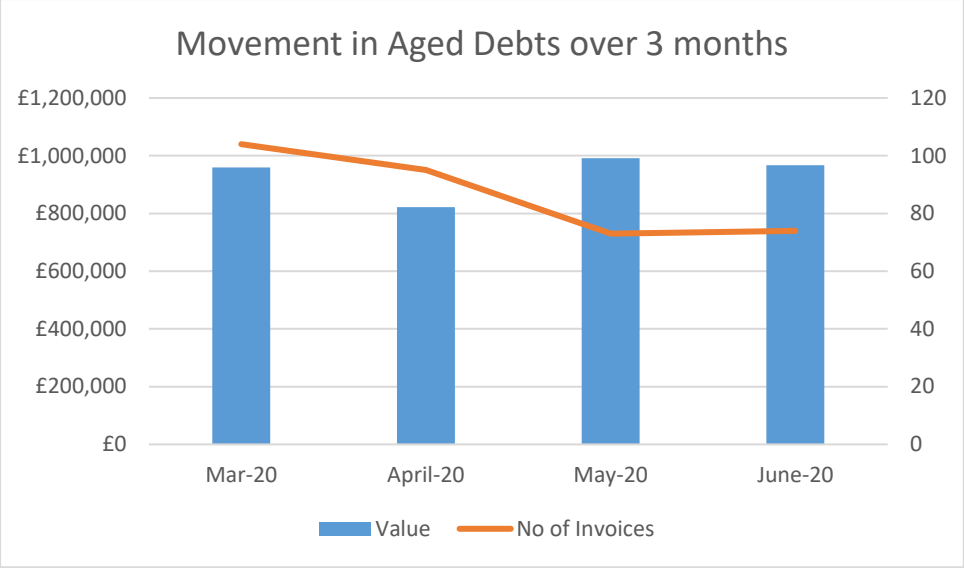
8.1 Total debtors outstanding is shown in the Table 9 below. The position is being actively monitored.

Table 9

	Jun-20		**Change**	
Age	**Count**	**Value**	**(Mar - Jun 2020)**	
Less than 1 Month	19	£581,541	-42	-£224,896
1 - 2 Months	1	£261,890	-3	£245,807
2 - 3 Months	10	£2,726	4	-£61,361
3 - 12 Months	36	£109,926	12	£61,130
Over 1 year	8	£10,909	-1	-£12,861
Total	**74**	**£966,992**	**-30**	**£7,820**

Summary of Activities

	June 2020	
Summary of Movements	**No**	**Amount £**
Number of Invoices Paid	(16)	(1,121,720)
New Invoices Raised	19	581,541
Credit Notes Issued	(2)	(426,173)
Debts Written Off	0	0



8.2 The older debts relate mainly to Home Office invoices, and the invoices will be paid in due course.

9 Overtime

9.1 The overall overtime budget is £2.2m; £1.6m in core funded and £0.6m in funded units.

9.2 Gross expenditure in Q1 is £0.624m, offset by a 19/20 accrual of £0.3m, resulting in net expenditure of £0.3m. There has been a significant reduction in overtime demand during the COVID pandemic, however, this might change as and when footfall in the City increases. Based on current demand, the projected outturn position is £2.0m; £0.2m under budget.

9.3 Overtime expenditure for 2018/19 was £3.2m and in 2019/20 it was £2.8m. Controls are in place and clear communication has been issued to managers and budget holders to control overtime expenditure.

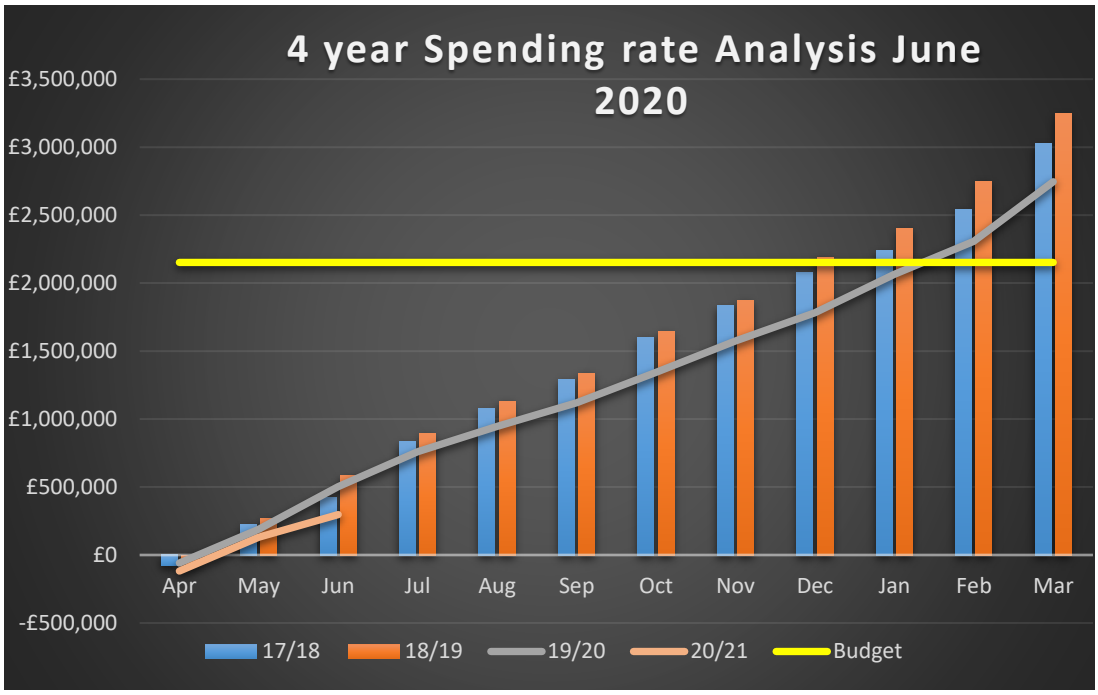
9.4 The main reasons for claiming overtime are:

- Covering for vacant posts (backfilling / Business as Usual)
- COVID19
- Violent Crime Operations with MET & BTP
- Bank of England armed escorts
- CID
- Op Uranium

9.5 The largest spending Directorate is UPD, with 47% of overall overtime. The main reasons are business as usual and backfilling which accounts for 42%. 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 unknown policing requirements.

9.6 The chart below shows cumulative overtime expenditure over the last 3 years, which projects a year-end reduction in the current financial year compared to previous years.



10 Coronavirus (COVID-19)

10.1 COVID19 has had an impact since the start of the pandemic in mid-March 2020. In Quarter One, the financial impact of COVID19 totals £0.63m, which includes on overtime (£130,000), loss of income from the Economic Crime Academy (£264,000), additional spend on IT to allow home working (£73,000), cleaning and various health and safety measures (£164,000). COVID19 related expenditure is currently reducing month on month, and the position will be closely monitored for the rest of the financial year.

10.2 The combination of monthly expenditure and loss of income is summarised below:

Table 10

	COVID-19 spend £
Mar	298,378
April	139,708
May	95,295
June	97,463
Total	**630,844**

10.3 Police Forces in the UK were provided with an additional Home Office ring-fenced grant as in incentive towards speedy recruitment towards the Year 1 National Uplift. The CoLP ring-fenced grant allocation for 2020/21 was £1.2m.

10.4 Whilst recruitment towards the 20,000 national officer uplift remains a top priority for the Government, forces were encouraged to continue using the ring-fenced grant for this purpose. However, a degree of flexibility has been allowed to claim 50% of this allocation towards losses incurred due to COVID-19 disruption. CoLP has claimed £0.3m against COVID related expenditure of £0.6m to date.

11 Use of Reserves

11.1 The Police reserves position is summarised in Table 11 below

Table 11

	Opening Balance £'m	Projected Spend £'m	Projected Closing Balance £'m
Earmarked Reserve	(0.20)	0.20	0.00
POCA	(1.40)	0.00	(1.40)
Action Fraud	(2.70)	2.70	0.00
Transformational Funding	(0.10)	0.10	0.00
Total	(4.40)	3.00	(1.40)

11.2 Unusual for a Police Force, CoLP does not currently hold any general reserves as the Corporation of London is in effect acting as a guarantor. These arrangements are under review, and subject to a separate report on the Police Authority Board agenda.

11.3 The POCA reserve relates to the National Asset Recovery Incentivisation Scheme (ARIS), where relevant agencies get back a proportion of what they recover. This is an unusual arrangement requiring the ongoing agreement of the Home Office. Although the use of ARIS allocations is a matter for each agency, there is an expectation that such funds are used to improve performance on asset recovery and to fund local crime fighting priorities for the benefit of the community in the following categories:

- Asset Recovery Work
- Crime Reduction projects
- Community Projects
- Miscellaneous expenditure

11.4 Expenditure is subject to an annual audit, and there is an expectation that all ARIS funds are completely utilised in-year. CoLP's POCA reserve relates to unspent balances built up over a number of years, over and above the annual £0.5m estimated receipts which is built into the base budget.

11.5 The opening balance at the start of the financial year was £1.4m. Expenditure from the POCA reserve is subject to a bidding process via the Strategic Finance Board, where bids are assessed against the categories set out above. The reserve is not utilised for projects that require ongoing revenue funding such as the establishment of new posts or new IT systems which attract ongoing revenue costs. Due to the nature and the audit requirements relating to ARIS funds, the POCA reserve should not be viewed as a general reserve to be used to support the revenue budget. Doing so might compromise future arrangements with the Home Office.

11.6 It is anticipated that the Action Fraud reserve will be fully utilised by the end of the financial year, except for year end balances relating to timing issues.

12 Risk Management

12.1 Table 12 below identifies the key risks and mitigating controls contained within this report: (quantum included where possible)

Risk	**Risk Mitigation**
COVID19	Overtime / Increased crime / delays in recruitment / holding high level of vacancies / sickness absence
Loss of Grants and Income	TfL Grant – 3 quarters = £1.3m International training - £0.4m Economic Crime Academy - £0.6m
Action Fraud	Outcome of dispute / additional costs / insufficient budget underspend to cover all costs

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	The vacancy factor is reviewed and revised throughout the year. All recruitment is approved by the Strategic Workforce Planning.
Budget mitigations and additional pension pressure	Monthly 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 £1.5m for Officers and £0.09m 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 may increase whilst holding a high level of vacancies
Further cost pressures for Action Fraud	Under review and close scrutiny, as covered within the body of the report
Capital Programme progress and potential slippage	The Capital Programme is monitored throughout the year, capital recharges undertaken in a timely manner.
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.

Appendix 1

The position for capital schemes in shown below.

CoLP Capital Programme 2020	Progress	Approved Budget £'000	Prior Year spend £'000	Qt 1 Spend £'000	Qt 2 £'000	Qt 3 £'000	Qt 4 £'000	Forecast 2020/21 £'000	Future years £'000	Total £'000	Variance £'000
IT Related											
PowerBI self-service data analytics tool	Not yet started	84	0	0	0	0	84	84	0	84	0
NHS Custody link	Not yet started	30	0	0	30	0	0	30	0	30	0
Chronicle system – PIP module	Order Placed	40	0	0	40	0	0	40	0	40	0
E Discovery tool	First Gateway Report for investigative work approved, £15k budget allocated so far. PAB 22/6; Project Sub 25/6	300	0	0	15	285	0	300	0	300	0
IT Modernisation	Three year Programme, as Projects are brought onboard, they will be shown individually - there is no overall Programme	6,425	0	0	0	0	2,085	2,085	4,340	6,425	0

	manager for forecasting.										
Oracle 12.2 platform upgrade	Orders placed, progressing alongside the HRi integrated project.	408	0	0	0	0	120	120	289	408	0
Custody CCTV Upgrade	Not yet started	176	0	0	0	0	176	176	0	176	0
AV Refresh	Covid 19 working situation has enabled a rethink of how best to do this	136	0	0	136	0	0	136	0	136	0
GIS Upgrade	Preparatory work is being undertaken	150	0	0	150	0	0	150	0	150	0
Covert Camera System	Not yet started	155	0	0	0	0	155	155	0	155	0
Body Worn Camera	Gateway Report for investigative work approved, £15k budget allocated so far. PAB 22/6; Project Sub 25/6	459	0	0	16	0	444	459	0	459	0
Equipment											
Tactical Illuminators	Initial purchases had to be made in 19/20 as a matter of urgency, this	76	0	0	0	0	0	0	76	76	0

	now moved to future years										
Positive Lock Baton	Investigatory work on requirements being undertaken	68	0	0	0	0	68	68	0	68	0
Fleet		0	0	0	0	0	0	0	0	0	0
Vehicle Fleet Replacement Project	£250,000 pa – to enable vehicles to be replaced which do not meet the criteria for the use of the £1.8m budget which is to enable non ULEZ compliant vehicles to be replaced with ULEZ compliant vehicles.	1,000	0	0	0	0	250	250	750	1,000	0
Accommodation											
Essential estate / security upgrades	£100k has been provisionally allocated in 20/21 – costs of CCTV and Armoury move are being reviewed	185	0	0	15	75	10	100	85	185	0
Total 20/24 Capital Programme		**9,692**	**0**	**0**	**401**	**360**	**3,391**	**4,152**	**5,540**	**9,692**	**0**

Pre 2020/21 Capital Programme	Progress	Latest Approved Budget (Adjusted *) £'000	Prior Year spend £'000	Qt 1 Spend £'000	Qt 2 £'000	Qt 3 £'000	Qt 4 £'000	Forecast 2020/21 £'000	Future years £'000	Total £'000	Variance £'000
Airwaves	* To date gateway process has allocated £215k. The project is progressing and the budget will be spent.	1,250	25	0	142	1,061	22	1,225	0	1,250	0
Digital Interview Recording System	* £375k Project is progressing, £254k has been allocated through the gateway process.	375	0	0	250	125	0	375	0	375	0
HR integrated	Project is progressing, it has now been combined with the oracle upgrade project approved in 20/21	425	259	0	0	0	165	165	0	425	1

Fleet	* £1.8mill plus £0.1m. A budget has been released for £391k purchases. CoLP have prepared a vehicle replacement plan to for the remaining non ULEZ compliant vehicles to be submitted through the CoL approval process.	1,909	13	0	444	216	1,236	1,896	(0)	1,909	0
Ring of Steel	The programme is practically complete and the closure report will be prepared and submitted.	2,899	2,567	3	144	0	185	332	0	2,899	0
Emergency Services Mobile Communications Programme (ESMCP)	This relates to preparatory work in readiness for the delayed National Programme – further work is required and the budget will be spent.	1,821	1,431	0	14	7	369	391	0	1,821	0
Accommodation - Decant and preparation for Fleet House and other changes to Police Accommodation	Progress and spend is reported to Capital Buildings Committee.	13,908	8,252	156	534	389	3,610	4,689	735	13,675	232

IT Modernisation/Telephony etc.	CoL IT managed projects	6,329	2,016	1,046	136	0	1,944	3,126	1,187	6,329	0
Total Pre 20/21 Cap Prog		**28,916**	**14,562**	**1,205**	**1,665**	**1,799**	**7,530**	**12,199**	**1,922**	**28,683**	**233**
Total Capital		**38,608**	**14,562**	**1,205**	**2,066**	**2,159**	**10,922**	**16,351**	**7,461**	**38,375**	**233**
Funding Not identified											
Emergency Services Mobile Communications Programme (ESMCP) - Future years requirement		6,483	0	0	0	0	0	0	6,483	6,483	0

SAVINGS TRACKER - September 2020

IN-YEAR PERFORMANCE - 2020											FUTURE YEAR TARGET			
Ref	Saving Name	Description	Lead	How is this is treated on ledger	2020/21 Target £'000	2020/21 Actual £'000	2020/21 Forecast £'000	2020/21 Variance £'000	Saving Delivery	Action Plan	2021/22 Target £'000	2022/23 Target £'000	2023/24 Target £'000	2024/25 Target £'000
1	New Target Operating Model (structural element)	Removal of duplicated posts and improved rank / grade ratio. Cessation of non-core activities (e.g. Coroners service). Reduction in back office costs and administrative functions through expansion of internal self-service facilities incl. overtime / expenses	Oliver Shaw	**Budget removed from base in 20/21**	860	860	860	0	G	Saving achieved - Posts held in Holding Branch pending finalisation of Target Operating Model. 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. Equivalent Holding Branch posts now removed from CoLP's Target Operating Model (future workforce requirements).	860	860	860	860
2	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	Oliver Shaw	**Budget removed from base in 20/21**	100	0	100	0	G	Saving achieved - Changes to variable shift patterns introduced in order to reduce the need for overtime. Saving applied to overtime budget	200	300	300	300
3	Improved use of existing resources - overtime	Reduction in variable operational costs (e.g. overtime payments) through the introduction of variable shift patterns	Oliver Shaw	**Budget removed from base in 20/21**	50	50	50	0	G	Saving achieved - Changes to variable shift patterns introduced in order to reduce the need for overtime. Saving applied to overtime budget	50	50	50	50
4	Improved use of existing resources - annualised hours	Better deployment of officers in support of Operational Orders through introduction of annualised hours shift pattern	Sarah Williams	**Budget removed from base in 20/21**	200	38	200	0	G	05/05/2020: Update - The new functionality has been completed the supplier but only for the 2021 release due later this year. Due to the delays in both signing the contract, raising the PO and Covid-19 the upgrade will not be completed to save the funding this financial year. There may be another option to implement something soon but this need to be explored in more detail and work done around the impact and savings which are likely to be less than original predicted. This will be discussed at the next HR Integrated Project Board but will need to be done in conjunction with the Transform Programme. Saving to be achieved through reduction in overtime budget. May not achieve full year effect (Q3 and Q4 only), so additional savings may have to be found in other areas. Annualised hours cannot be implemented until the Oracle upgrade and the latest version of Origin HR have been installed and tested. Currently this is unlikely to be until September 2020 at the earliest. If this timeline changes the action will be updated further, but for the foreseeable future there will be no change.	200	200	200	200
5.1	Participation in efficiency related national policing programmes - Natioonal Enabling Programme (NEP)	National Enabling Programme (NEP): provides a central IT spine for policing / cloud computing	Martin Green	**Unallocated Savings - savings yet to be found. Offset budget to be reduced once found**	300	0	300	0	R	National Enabling Programme (NEP): MintTulip consultants estimate a revenue saving of £300K pa. **£300,000 will be found from IT systems savings, e.g. a review of current systems and devices.**	300	300	300	300
5.2	Participation in efficiency related national policing programmes - National Enbaling Programme (NEP)	National Enabling Programme (NEP): provides a central IT spine for policing / cloud computing	Martin Green	**Unallocated Savings - savings yet to be found. Offset budget to be reduced once found**	700	0	700	0	R	National Enabling Programme (NEP): Will deliver a reduction in staffing costs through collaborated service delivery and automated processes (£700K). Five initial 'Use Cases' for NEP have been developed pending introduction of new software and sytems. These are: Chief Officer Group Governance, Video Training, Crime Prevention Engagement, Daily Management Meetings, Authorisation for Foreign Travel. **As there is a delay nationally rolling out this programme, a new holding branch will be established, containing vacant posts that may be deleted in line with the national programme roll out.**	700	700	700	700
5.3	Participation in efficiency related national policing programmes - Single Online Home (SOH)	Single Online Home (SOH): provides a common web platform across policing	Alex Njegovan	**Unallocated Savings - savings yet to be found. Offset budget to be reduced once found**	200	0	200	0	R	Single Online Home provides CoLP with an opportunitiy to channel shift demand onto its website - and automate manual processes.(£200K). **A new holding branch will be established, containing vacant posts that may be deleted in line with the roll out of this programme.**	200	200	200	200

5.4	Participation in efficiency related national policing programmes - National Law Enforcement Data Service (NLEDS)	National Law Enforcement Data Service (NLEDS): merges duplicated information systems	Project yet to be inititated	**Unallocated Savings - savings yet to be found. Offset budget to be reduced once found**	100	0	100	0	R	National Law Enforcement Data Service provides CoLP with an opportunity to reduce duplication and introduce automated processes (£100K) . **'As there is a delay nationally rolling out this programme, a new holding branch will be established, containing vacant posts that may be deleted in line with the national programme roll out.**		100	100	100	100
6	Participation in efficiency related national policing programmes - NCB	National Commercial Board Programme (NCB): will explore opportunities to enter shared service agreements across policing in areas such as legal services, fleet and procurement	TBC	**N/A**	0	0	0	0	G	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. No saving required for 2020/21. Future arrangements to be progressed for 2021/22		400	400	400	400
7	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	Pete Digby / Jonathan Chapman	**N/A**	0	0	0	0	G	Niche forensic model - time savings in existing forensic systems. Remains on review for 2021/22		100	100	100	100
8	IT Transformation - Rationalisation of IT hardware	30% reduction in monthly SIM / contract costs	Jonathan Chapman	**Budget removed from base in 20/21**	20	0	40	20	G	Full review of equipment, devices and lines being undertaken by IT. Review of telephone contracts also underway. Over achieved by £20k		20	20	20	20
9.1	Commercial activity & income generation	Sponsorship - Mounted Branch	David Lawes / Cecilie Booth		100	0	0	(100)		At risk	##	1,050	1,350	1,650	1,700
9.2	Commercial activity & income generation	International Training	David Lawes / Cecilie Booth	**Budget increased by £100k (19/20 - £300k, 20/21 - £400k)**	100	0	100	0		International training (£100k) at risk)		0	0	0	0
9.3	Commercial activity & income generation	Review of Funded Units	David Lawes / Cecilie Booth	**Base budget reflects additional charge to funders**	250	0	620	370		Review of funded units - £620k achieved -		0	0	0	0
9.4	Commercial activity & income generation	Review of fees and charges	David Lawes / Cecilie Booth	**Income target of £50k set in 20/21 base budget**	50	0	50	0		Review of fees and charges (£50k) ongoing until year end		0	0	0	0
9.5	Commercial activity & income generation	Re-negotiation of existing contracts	David Lawes / Cecilie Booth	**Budget increased by £200k (19/20 - £0.8m, 20/21 - £1m)**	200	0	233	33		Tasers £92k, Tactical Illuminators £76k, community policing £45k and superintendent funding of £20k.		0	0	0	0
9.6	Commercial activity & income generation	New income stream - Merchandising	David Lawes / Cecilie Booth	**Income target of £50k set in 20/21 base budget**	50	0	50	0		New income stream from merchandising (£50k) starting from September 2020		0	0	0	0
9.7	Commercial activity & income generation	Driving School	David Lawes / Cecilie Booth	**Income target of £100k set in 20/21 base budget**	100	0	100	0		Driving School (£100k), at risk due to COVID		0	0	0	0
9.8	Commercial activity & income generation	Firing Range	David Lawes / Cecilie Booth	**Income target of £100k set in 20/21 base budget**	100	0	100	0		Firing Range (£100k), at risk due to COVID		0	0	0	0
10	Digitisation of external services	Roll-out of on-line payments for fines and linked enforcement activity (e.g. administration process for seized vehicles)	Sarah Williams (TBC)	**Unallocated Savings - savings yet to be found**	100	0	100	0		Handheld devices to enable spot fines not currently charged (£50,000). Introduction of online payments (£50,000)		100	100	100	100
11	Expanding collaborative opportunities (3ES / other public organisations)	Joint service provision of offender management and mental health services	Oliver Shaw		0	0	0	0		Savings to be identified for 2021/22		120	120	120	120
12	Average salary reduction through recruitment policy	Bringing in new recruits at the lower end of the pay band as opposed to the higher end	Julia Perera	**Unallocated Savings - SAVINGS NOW FOUND**	400	533	533	133	G	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 £25k. Vacant posts costed at top of the grade. Current workforce predominantly at the top of grade. Vacancy management will increase this further. **UPDATED 8th June 2020 - £533,000 savings delivered in 20/21 with 24 probationers brought into Force at the end of March 20. Difference between top and bottom of actual brought in equates to £22,216 per officer (£22,216 * 24 = £533,000)**		500	750	1,300	2,350

13	GYE Estates / FM arrangements	Efficiencies in FM spend at GYE. Linked to the shared services review, aim to eliminate duplication between COL and CoLP	Martin O'Regan	**Unallocated Savings - savings yet to be found**	170	0	85	(85)	A	Saving to be delivered from review of 24/7 manned reception and security arrangements at GYE. PO to be raised for new doors. CCTV costs pending. Door control for lift & lift car adjustments cost pending. Estimates have now been received for the enabling works to allow the security contract to be terminated. However, due to COVID-19 impact agreement of works completion cannot be confirmed. If works are delayed by 6 months of the financial year then 50% savings will only be achieved against the original target of £170k.	170	350	450	500
14	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.	Cecilie Booth	**Unallocated Savings - savings yet to be found**	350	0	350	0	G	Savings from duplication between COL and CoLP. At this stage, around £350k of savings are being sought to be delivered predominetly from Procurement.	380	450	800	850
15	Asset Recovery	POCA and asset recovery income	Paul Curtis	**Budget increased in 20/21 base budget (from £500k target to £600k)**	100	0	100	0	G	A more proactive approach to asset recovery. Identification of all regional grants and funding and shared arrangements with MPS.	100	100	200	200
16	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	Martin O'Regan	**Budget removed from base in 20/21**	496	0	496	0	G	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. Update Snow Hill - closure achieved and all costs from April 2020 being charged to CoL. Only risk will be loss of search staff w/c 16th March if Corona virus impact. Wood St / target remains Dec. Currently on target. Possible risk is delay of DOSF. Wood Street remains a risk dependent upon completion of external projects.	496	496	496	496
					634	0	0	(634)	R		634	634	634	634
				Total	**5,730**	**1,481**	**5,467**	**(263)**			**6,680**	**7,580**	**8,980**	**10,180**

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CITY OF LONDON POLICE: SUITABLE FOR PUBLICATION - PARTNERS

Committee(s):	Date(s):
Police Performance and Resource Management Committee	16th October 2020
Subject: Policing Plan 2020-23- Performance against measures for end Q1 for the year 2020-21	**Public**
Report of: Commissioner of Police Pol 71-20	**For Information**
Report author: Strategic Development for AC Sutherland	

Summary

This report summarises performance against the measures in the Policing Plan 2020-2023 for the year 2020-21, and the Q1 period 1st April 2020 to 30th June 2020.

The Force would normally report on Q1 to this Committee in September, however this meeting was moved and set for October by the Committee and Members Services section owing to September being too congested. The Q2 report will follow very soon to the November P&RM Committee which is on the 11th November 2020.

Members will be aware that the end of year, Q4 for 2019-20 position was reported to your Police Authority Board in June 2020 (as this Committee was suspended owing to COVID-19). This was also the end of the three year Policing Plan period for 2017-2020. The end of year position which was reported to the June PAB for the previous Policing Plan measures is attached at Appendix A for further reference.

Members were involved in developing the new 3 year Policing Plan for 2020-23 including policing plan priorities and new measures These were developed at a workshop in late 2020 in consultation with Members and officers. The Plan was simplified and the priorities and their current assessment for Q1 is shown below.

Policing Plan Priorities 2020-23 and Policing Plan Measures 2020-21

PRIORITY:COUNTER TERRORISM: Q1 Assessed as CLOSE MONITORING					
MEASURE	**1st Quarter 2020-21**	**2nd Quarter 2020-21**	**3rd Quarter 2020-21**	**4th Quarter 2020-21**	**TREND**
Measure 1- An increased percentage of people who are surveyed who feel the City of London Police are prepared to respond to a terrorist attack:	**REPORTED ANNUALLY as part of Community Survey**				

CITY OF LONDON POLICE: SUITABLE FOR PUBLICATION - PARTNERS

Measure 2- An increased percentage of Project Servator stops that result in a positive outcome: -	**SATISFACTORY**				
Measure 3- An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police	**REQUIRES ACTON**				
PRIOIRITY: FRAUD: Q1 Assessed as SATISFACTORY					
Measure 1-Resources are targeted at the highest harm threats	**SATISFACTORY**				
Measure 2- An increased number of Fraud disruptions	**CLOSE MONITORING**				
Measure 3-A reduction in the number of repeat victims of Fraud	**REPORTING PROCESS STILL IN DEVELOPMENT**				
Measure 4- An increased level of satisfaction and confidence with the force's response to victims of fraud	**SATISFACTORY**				
PRIOIRITY: Q1 Violent and Acquisitive Crime: Assessed as SATISFACTORY					
Measure 1- A reduction in number of victim-based violent crimes.	**SATISFACTORY**				
Measure 2- A reduction in number of victim-based acquisitive crimes	**SATISFACTORY**				
Measure 3- A reduction in the re-offending rate of people committing violent and acquisitive crime	**SATISFACTORY**				
Measure 4- An increase in the percentage of people satisfied that they have received a professional service following reporting a crime	**REPORTED ANNUALLY as part of Community Survey**				
PRIORITY: Q1 Serious Organised Crime: Assessed as CLOSE MONITORING					
Measure 1- An increase in the number of organised crime groups disrupted	**SATISFACTORY**				
Measure 2- A reduction in the percentage of	**REPORTED ANNUALLY as part of**				

people who are surveyed who consider drugs a problem in the City of London	**Community Survey**				
Measure 3- a reduction in the number of cyber enabled crimes	**SATISFACTORY**				
Measure 4- Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children	**SATISFACTORY**				
PRIORITY: Q1 Neighbourhood Policing: Assessed as CLOSE MONITORING					
Measure 1- Roads policing - a reduction in the percentage of people who are surveyed who consider road safety issues a priority in the City of London	**REPORTED ANNUALLY as part of Community Survey**				
Measure 2-Antisocial Behaviour- a reduction in the percentage of people who are surveyed who consider ASB a priority in the City of London	**REPORTED ANNUALLY as part of Community Survey**				
Measure 3- The public order measure- an increase in the number of positive outcomes following arrests resulting from public order incidents	**REQUIRES ACTION**				
Measure 4- The vulnerability measure - an increase in the use of the national vulnerability framework to identify those who are vulnerable so that they receive an appropriate level of service	**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 2020-23 for the year 2020-21, reporting for the performance for quarter 1 to the end of June 2020. Supporting data is contained within Appendix B.

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 will show the trend from the previous quarter over a rolling 4 quarter period for the New Plan as it progresses.

Position at end of Q1

3. Members will be aware of the impact that COVID-19 has had on the footfall within the City of London since the end of March, and the impact this has had Crime levels within the City as reported to PAB in June. This report provides details on **performance against the Policing Plan measures 2020-21 for Q1**.

PRIORITY: Counter Terrorism: Assessed as Close Monitoring
There are 3 measures within this area

Measures:
1. An increased percentage of people who are surveyed who feel the City of London Police are prepared to respond to a terrorist attack. This measure is reported annually as part of the community Survey.

2. An increased percentage of Project Servator stops that result in a positive outcome: -This measure is reported as Satisfactory. Although COVID 19 has reduced project Servator activity this year so far, the percentage of stops that have a positive outcome is reported as 100% for the year to date.

3. An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police. This measure, is reported as Requires Action due to the decrease in reports. However, this was largely due to the significantly reduced footfall in the City as a result of the COVID 19 UK lockdown.

PRIORITY: Fraud: Assessed as Satisfactory
There are four measures within this area

Measures:
1. Resources are targeted at the highest harm threats:

This measure is reported as **Satisfactory** reflecting that the use of resources for the Directorate remain targeted at the relevant threats.

2. An increased number of fraud disruptions:
   This measure is reflected as **Close monitoring**. The number of disruptions is currently down on last year. The *value* of disruptions is however increased from that achieved in the same period last year, increasing from £6.5M to £32M.

3. A reduction in the number of repeat victims of fraud:
   At end of Q1 a process for reporting on this was being finalised by Performance Information Unit. A further update will follow in Q2.

4. An increased level of satisfaction and confidence with the force's response to victims of fraud:
   This measure is reported as **Satisfactory** with satisfaction of victims of Fraud currently above the level achieved last year.

PRIORITY: Violent & Acquisitive Crime: Assessed as SATISFACTORY
There are four measures in this area.

Measures:
1. A reduction in number of victim-based violent crimes.
   This measure is reported as **Satisfactory**

2. A reduction in number of victim-based acquisitive crimes:
   This measure is reported as **Satisfactory**

3. A reduction in the re-offending rate of people committing violent and acquisitive crime.
   This measure is reported as **Close Monitoring** as rate currently remains the same as last year.

4. An increase in the percentage of people satisfied that they have received a professional service following reporting a crime is reported annually as part of the community Survey.

Serious Organised Crime: Assessed as CLOSE MONITORING.
There are four measures within this area,

Measures:
1. An increase in the number of organised crime groups disrupted
   This measure is reported as **Requires Action** as it has been impacted by reduced activity owing to COIVD 19.

2. A reduction in the percentage of people who are surveyed who consider drugs a problem in the City of London will be reported on annually as part of the community survey.

3. The third measure, a reduction in the number of cyber enabled crimes is reported as **Satisfactory**.

4. Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children is the fourth measure and is also reported as **Satisfactory.**

Neighbourhood Policing: Assessed as: CLOSE MONITORING
There are four measures within this area.

Measures:

1. **Roads policing** - a reduction in the percentage of people who are surveyed who consider road safety issues a priority in the City of London.
   This measure will be reported on annually as part of the community survey.

2. **Antisocial behaviour** - a reduction in the percentage of people who are surveyed who consider ASB a priority in the City of London
   This measure will be reported on annually as part of the community survey.

3. **The public order measure**- an increase in the number of positive outcomes following arrests resulting from public order incidents is reported as **Requires Action** for this period as there is a decrease in positive outcomes compared to last year.

4. **The vulnerability measure** - an increase in the use of the national vulnerability framework to identify those who are vulnerable so that they receive an appropriate level of service is reported as **Satisfactory**.

COVID 19 Impact:

4. A number of indicators have been impacted by the COVID 19 Pandemic and for Q1 were reporting as shown as a result of this impact, rather than any Force Crime Reduction Strategy or activity. A number of indicators are reporting as 'requires action' due to a reduction in city footfall, closure of businesses and licensed premises, which has meant that the people, opportunities and locations where crimes/ incidents could occur have been limited. Conversely, several other measures are reporting 'satisfactory' due to the overall drop in crime caused by the lockdown. These indicators are:

   - ***An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police***: Reported as requires action, due to decreased footfall within the City there has been a significant reduction in hostile reconnaissance reports impacting the ability of the Force to achieve this measure.

   - ***A reduction in number of victim-based violent crimes***: Reported as satisfactory reflecting the decrease in overall crime caused by the UK lockdown. This is mainly due to low footfall and closure of licensed premises during the Lockdown.

- ***A reduction in number of victim-based acquisitive crimes***: Reported as satisfactory reflecting the decrease in overall crime caused by the UK lockdown. This is mainly due to low footfall and closure of retail/ businesses in the City during Lockdown.

- **An increase in the number of organised crime groups disrupted**: Reported as Requires Action, one of the biggest operations run to disrupt OCGs was not operating due to licensed premises being closed during the first quarter.

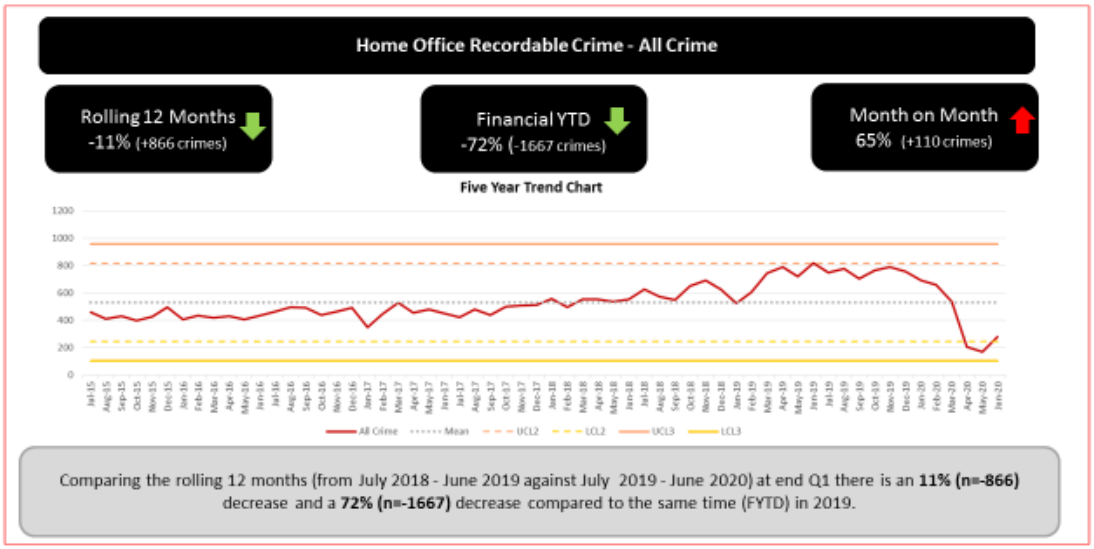
5. Supporting information for those measures assessed as either 'Close Monitoring' or 'Requires Action' is attached at Appendix B.

Community Survey:

6. Strategic Development entered discussions with the survey company to ascertain the best way to proceed with the Community Survey for 2020/21. The aim was to undertake the survey in August to use the data to better inform the development of the 2021-22 iteration of the Policing Plan. However due to COVID 19 public distancing and restrictions a face to face data collection method was not possible. It was also highlighted that the reduced footfall in the City and the reluctance of people to get close to others, would make data collection in a face to face fashion challenging.

7. Discussions took place as how to better make use of technology and target online surveys to gather data for the survey remotely. It was agreed at the Force's Performance Management Group that this would be the best method, and the Survey took place online during the month of September and has now closed. The Company managing the survey are currently analysing the results, with a report expected in Force at end of October. This will be reported in due course to your Committee. However, it may be necessary to report outside of the Committee cycle, as the deadline for the November Performance and Resource Management Committee meeting is before the report will have been received.

All Crime at end of Q1- 5 Year Trend



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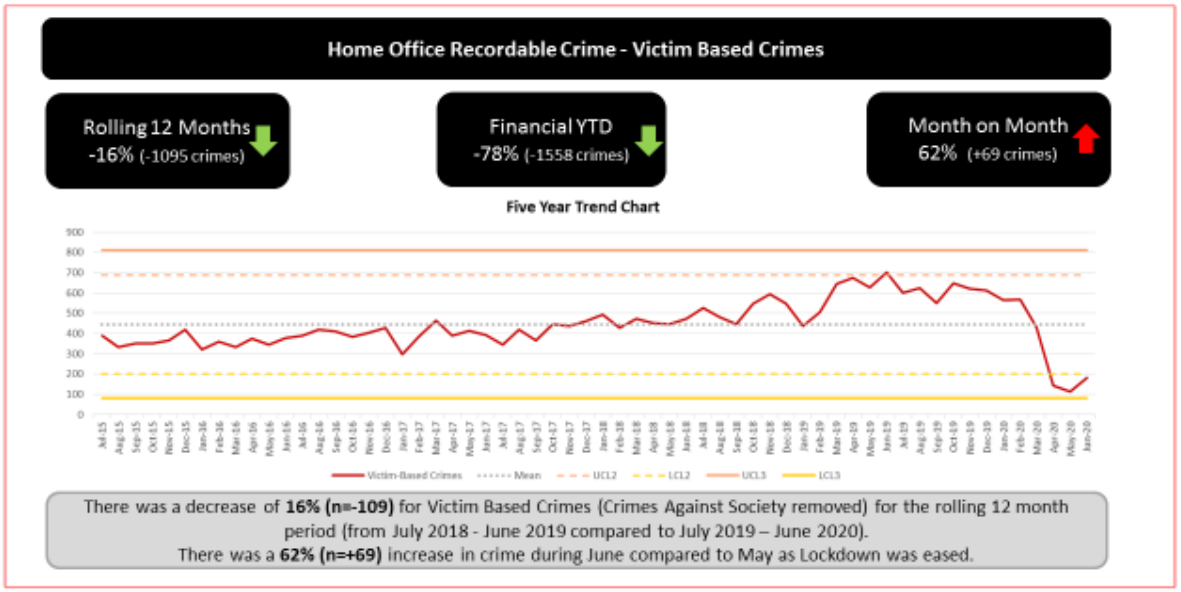
Victim based Crime end Q1- 5 Year Trend



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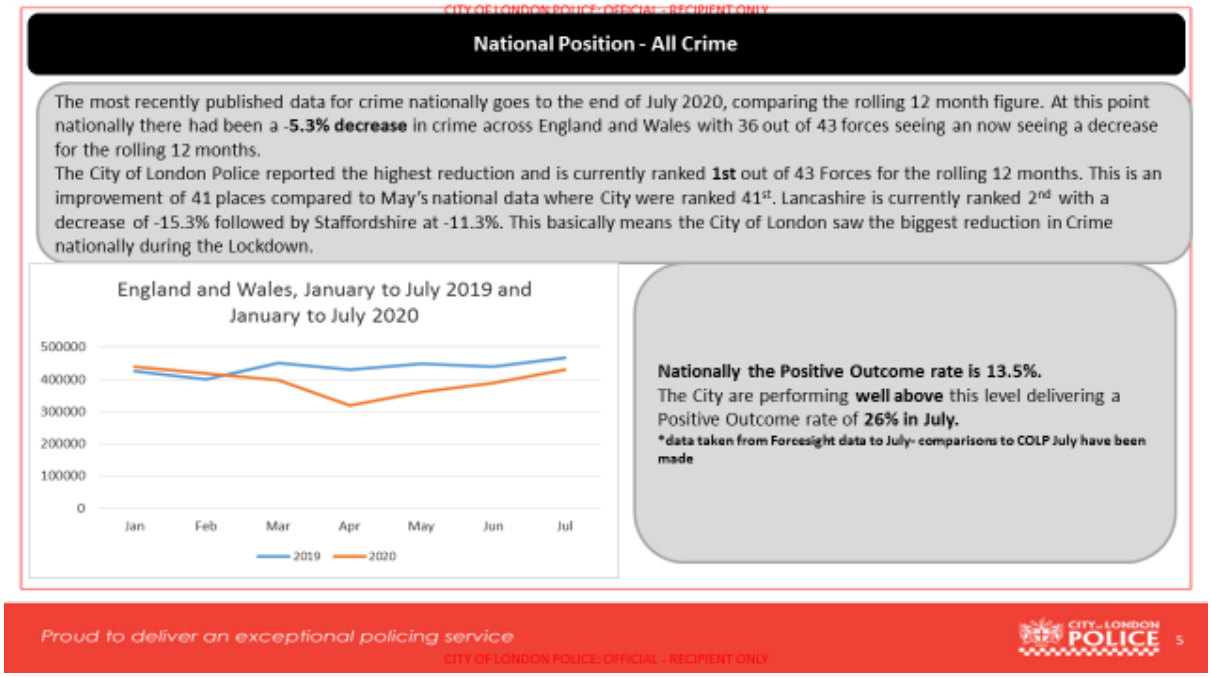
National position –v- City of London- to end July (latest data available)



Appendices

- Appendix A – End of year 2019-20 Summary presented to the June 2020 Police Authority Board.
- Appendix B- Data supporting current assessment for Policing Plan Measures 2020-21 for those assessed as 'Close Monitoring' and 'Requires Action'.

Appendix A- End of year 2019-20 position for previous 3 year Policing Plan 2017-20.

MEASURE	1st Quarter 2019-20	2nd Quarter 2019-20	3rd Quarter 2019-20	4th Quarter 2019-20	TREND
Measure 1: The number of crimes committed in the City	REQUIRES ACTION	REQUIRES ACTION	REQUIRES ACTION	REQUIRED ACTION	➡
Measure 2: The capability and impact the Force is having against countering Terrorist Activity.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISACTORY	➡
Measure 3: The capability and impact the Force is having against countering Cyber Attacks.	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	➡
Measure 4: The capability and impact the Force is having against countering Fraud.	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
Measure 5: The capability and impact the Force is having in safeguarding and protecting Vulnerable People.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡
Measure 6: The capability and impact the Force is having against countering Violent Crime.	CLOSE MONITORING	CLOSE MONITORING	REQUIRES ACTION	SATISFACTORY	⬆
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 NOT AVAILABLE	NO INFORMATION	NO INFORMATION	NO INFORMATION	**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.	Reported Annually	Reported Annually	SATISFACTORY	SATISFACTORY	➡

Appendix B

PERFROMANCE SUMMARY at end of Q1 of those measures shown as 'Close Monitoring' and 'Requires Action'

POLICING PLAN PRIORITIES	ASSESSMENT QTR 1	ASSESSMENT QTR 2	ASSESSMENT QTR 3	ASSESSMENT QTR 4
COUNTER TERRORISM	CLOSE MONITORING			
FRAUD	SATISFACTORY			
VIOLENT & ACQUISITIVE CRIME	SATISFACTORY			
SERIOUS ORGANISED CRIME	CLOSE MONITORING			
NEIGHBOURHOOD POLICING	CLOSE MONITORING			

Assessment Criteria

SATISFACTORY: All measures within category report this assessment or only one measure within category reports Close Monitoring.

CLOSE MONITORING: Two or more measures report as Close Monitoring, where two or more report as Requires Action should the number of measures dictate the below assessment will be used.

REQUIRES ACTION: Two or more measures within this category report Requires Action.

PRIORITY: COUNTERING TERRORISM		Assessment	REQUIRES ACTION
Measure of Success	An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police		
AIM/RATIONALE	The Force undertakes Act and ARGUS training with community representatives highlighting the awareness of tactics used by terrorists to gather reconnaissance information before launching an attack, this raises awareness with our communities of the importance of reporting suspect behaviour and generating Op Lightning reports for intelligence analysis. In addition, through patrolling the City our officers observe individuals and groups who may also be acting suspiciously and generate in-Force intelligence submissions. Our aim is to ensure our community and officers remain aware of the threat and report any perceived hostile reconnaissance for Force intelligence analysis. This measure aims to track the effectiveness of our training and interaction with the community in receiving training so that we can be sure our preventative measures are having a positive influence on City safety.		
Reason for Assessment	**SATISFACTORY**: Level of Op Lightning Reports has increased from the level set in 2019/20. **CLOSE MONITORING**: Level of Op Lightning Reports is within 10% of level set in 2019/20 and/or there is a reduction in submission of reports from our community**.** **REQUIRES ACTION**: There has been a reduction in submission of Op Lightning Report by more than 10% and/or the level of reports submitted by our community is significantly reduced.		

Current Position

OP LIGHTNING REPORTS (Hostile Reconnaissance)

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Op Lightning Reports 2015-16	11	7	13	10	10	7	19	30	17	9	8	15
Op Lightning Reports 2016-17	20	6	12	20	17	14	21	9	12	18	11	22
Op Lightning Reports 2017-18	18	22	35	17	7	20	20	19	11	11	5	3
Op Lightning Reports 2018-19	11	8	11	11	18	8	7	10	17	6	9	11
Op Lightning Reports 2019-20	16	8	12	10	4	9	19	4	12	2	10	9
Op Lightning Reports 2020-21	5	4	3									
Trend	⬇	⬇	⬇									

Reporting during May and June 2020 reduced due to much lower footfall in the City of London and the UK Lockdown measures in place in response to Covid19. During May 2020 four Op Lightning reports were submitted, a decrease of 50% when compared to the same month last year. In June 2020only three reports were submitted, a

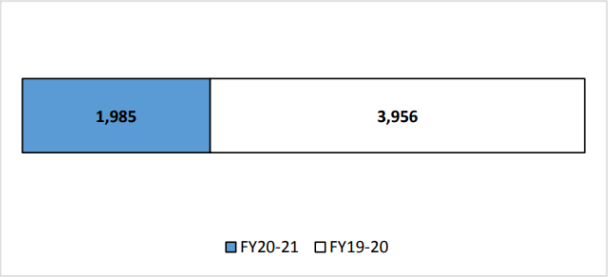
reduction of 75% compared to June 2019. All but one report had listed individuals taking photographs at locations within the City. The remaining report had described a drone being flown in the area of St Pauls Cathedral. All reports were submitted by ACT trained security personal.

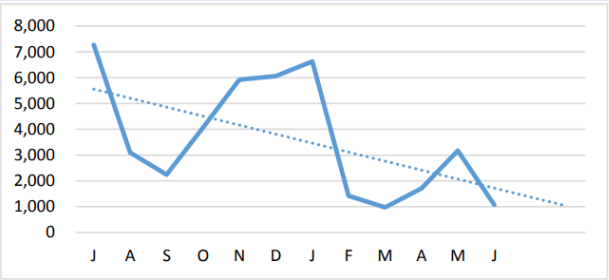
Since the start of the UK Lockdown (23rd March) a total of 13 Op lightning reports have been submitted to CoLP in contrast to 38 during the same period (23rd March – 30th June) in 2019.

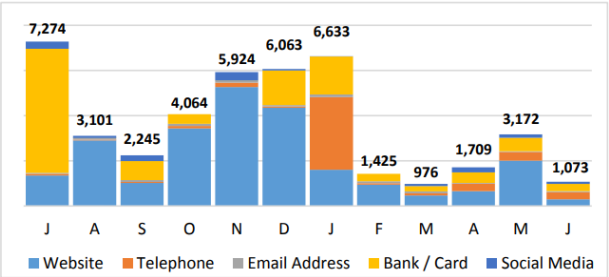
PRIORITY: FRAUD		Assessment	CLOSE MONITORING
Measure of Success	An increased number of fraud disruptions		
AIM/RATIONALE	Disruption the perpetrators of fraud makes it harder for individuals and groups to commit and profit from their crimes. The number of successful disruptions illustrates the effectiveness of Force proactive measures to prevent individuals and organised criminal gangs from committing fraud.		
Reason for Assessment	**SATISFACTORY**: Increase in level of in year disruptions compared to the level set within 2019/29. **CLOSE MONITORING**: No increase in the level of disruptions compared to the level set within 2019/20. **REQUIRES ACTION**: Decrease in the level of disruptions within year compared to the level set within 2019/20.		

Current Position

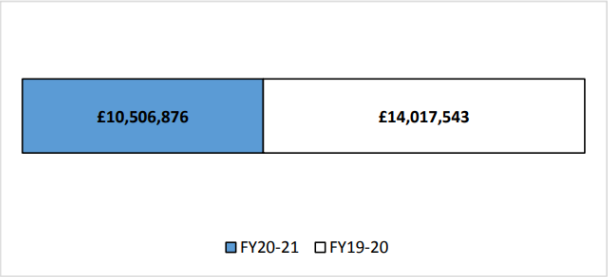
Disruptions

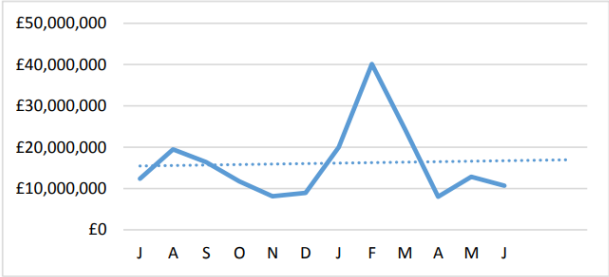


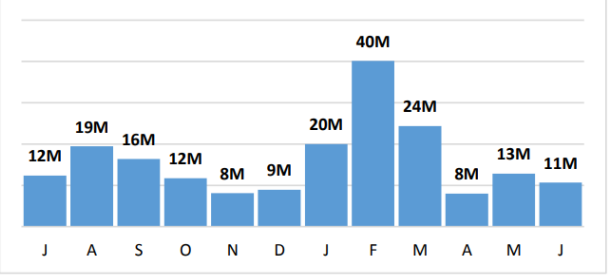




Value of Disruptions







For this period in 2019/20 a total of 9771 disruptions took place with a value of £6.5M. For this period in 2020/21 a total of 5954 disruptions have been reported with a value of £32M. This is a lower number of disruptions but with a higher value.

Number of disruptions
2019/20
April: 1950
May: 2558
June: 5263

2020/21
April: 1709
May: 3172
June: 1073

Value of disruptions
2019/20
April: £0.5M
May: £2M
June: £4M

2020/21
April: £8M
May: £13M
June: £11M

CITY OF LONDON POLICE: SUITABLE FOR PUBLICATION - PARTNERS

PRIORITY: VIOLENT AND ACQUISITIVE CRIME		Assessment	CLOSE MONITORING
Measure of Success	A reduction in the re-offending rate of people committing violent and acquisitive crime		
AIM/RATIONALE	A key measure of the effectiveness of the Force in reducing crime is how we manage offenders brought to justice and ensure they are provided with opportunities and programmes on their release to minimise the risk of reoffending. The Force works with a number of partners and has its own programmes to monitor and work with offenders to reduce reoffending upon release.		
Reason for Assessment	**SATISFACTORY**: Reoffending rates decrease from level reported in 2019/20. **CLOSE MONITORING**: Re-offending rates remain at same level reported in 2019/20. **REQUIRES ACTION**: Reoffending rates increase from level reported in 2019/20.		
Current Position			
2019/20 Baseline When looking at just Violent and Acquisitive crimes there are 814 crimes with identified offenders for the year, there are 596 offenders recorded against these crimes, 122 of whom are repeat offenders (20%) and account for 340 crimes (42% of those crimes with an offender, 5% of all crimes). **2020/21 Reporting** This measure is reported on a rolling 12-month basis as provided by PIU to better inform performance as the numbers are not significant enough to show trends when compared quarter to quarter. This period covers July 2019 – June 2020. There have been 666 crimes where an offender has been identified, with 486 offenders recorded against these crimes, 102 were recorded as repeat offenders (21% of offenders) and these offenders account for 282 crimes representing 5% of all crime.			

PRIORITY: SERIOUS ORGANISED CRIME		Assessment	REQUIRES ACTION
Measure of Success	An increase in the number of organised crime groups disrupted		
AIM/RATIONALE	Organised Crime groups (OCG's) operate throughout the UK. It is the aim of the Force to disrupt their activities within the City so that the City remains a safe place for people to live, work and visit. Our disruption activities aim to ensure the OCG activity is not tolerated within the City. These disruptions target the financial benefits and ability of groups to pursue criminality within the square mile and ensure that through targeting OCG activity we also seek to reduce overall crime and the risk of crime within the City.		
Reason for Assessment	**SATISFACTORY**: There is an increase in the number of OCG's disrupted within year compared to the number disrupted in 2019/20. **CLOSE MONITORING**: There is not increase in the number of OCG's disrupted by Force activity compared to the number disrupted in 2019/20. **REQUIRES ACTION**: There is a decrease in the number of OCG's disrupted by Force activity compared to the number disrupted in 2019/20.		
Current Position			

OCG DISRUPTIONS DASHBOARD

As of: 23/06/2020

CITY OF LONDON POLICE

	TOTAL	DISRUPTION LEVEL				
		MAJOR	MODERATE	MINOR	NONE	NEGATIVE
FY18/19	39					
Q1	6	3	1	1	1	0
Q2	4	2	1	1	0	0
Q3	15	7	2	3	3	0
Q4	14	5	3	4	2	0

	TOTAL	DISRUPTION LEVEL				
		MAJOR	MODERATE	MINOR	NONE	NEGATIVE
FY19/20	67					
Q1	18	2	2	7	6	1
Q2	18	4	6	8	0	0
Q3	18	3	7	4	4	0
Q4	13	4	3	5	1	0

	TOTAL	DISRUPTION LEVEL				
		MAJOR	MODERATE	MINOR	NONE	NEGATIVE
FY20/21	3					
Q1	3	2	1	0	0	0
Q2	-	-	-	-	-	-
Q3	-	-	-	-	-	-
Q4	-	-	-	-	-	-

- Figures have been amended to reflect the Quarter in which the disruption occurred, as disruptions have been submitted in the following Quarter in which they occur.
- Three disruptions submitted in Q1 FY20/21 all occurred in Q4 FY19/20.
- One of these (along with the two Q1 submissions) are classified as Major disruptions. None have been moderated at a SOC board. They are shown in this data as a Major disruption and will be amended as necessary upon moderation.

CITY OF LONDON POLICE: OFFICIAL

Reasons for a reduction in disruption submissions from Q4 FY19/20

- Covid-19 impact upon policing and priorities changed. Impact upon the progression of investigations.
- Two of the three biggest contributors to disruptions by volume are now closed. The other operation for bag thefts has dropped to 0 due to closure of pub/bars and offences therefore could not be committed by offenders during Q1

PRIORITY: SERIOUS ORGANISED CRIME		Assessment	CLOSE MONITORING
Measure of Success	A reduction in the number of cyber enabled crimes		
AIM/RATIONALE	The use of technology to facilitate traditional criminal activities s on the rise and the Force has a dedicated cyber-crime unit to combat this type of crime. Through increasing awareness of the public to protect themselves from this type of crime and our capability to investigate and detect this crime we aim to reduce the risk of the public and business within the City becoming an victim of cyber enabled crimes and reduce instances of this crime type within year.		
Reason for Assessment	**SATISFACTORY**: Reduction in cyber enabled crime reported within the City compared to the 2019/20 level. **CLOSE MONITORING**: Increase in cyber enabled crime reported by up to 5% compared to the level recorded in 2019/20. **REQUIRES ACTION**: Increase in cyber enabled crime reported by more than 5% compared to the level recorded in 2019/20.		

Current Position

NFIB Referrals													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
2019-20 (Month)	3	6	6	3	4	6	6	6	4	2	5	1	52
2020-21 (Month)	7	5	4										
Change (Month)	4	-1	-2										
Trend	⬆	⬇	⬇										

Emerging Threats

We continue to see Office 365 compromises, and this is likely to remain the case for some time to come.

There has been an increase in ransomware attacks, including ‘ransomware as a service’ (RaaS). The most recent attack was using a type of ransomware which was the first reported deployment of it in the City. This strain is extremely potent and at present Law Enforcement Agencies cannot deploy any effective mitigation or investigative techniques to combat it. It is subject of national efforts coordinated by National Crime Agency (NCA). Intelligence suggests that a new campaign is underway using this RaaS, so we are likely to see further attacks.

PRIORITY: NEIGHBOURHOOD POLICING	**PRIORITY ACTIVITY: PUBLIC DISORDER: Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan, and maintain our capability and capacity to respond to public order incidents.**	**Assessment**	**REQUIRES ACTION**
Measure of Success	**Public order** - an increase in the number of positive outcomes following arrests resulting from public order incidents		
AIM/RATIONALE	The Force undertakes an annual survey of its community to identify the main priorities perceived by the public. Public Order is part of the areas of concern. A success in Force activities with our partners will be the perception of the public that the City is safe to live in, work in and visit. We will therefore look at the reduction in the percentage of people who perceive public order as an issue as a success in the tactics and policing activities undertaken by the Force to ensure City is a safe environment to be in. This will also protect the right of the public to undertake organised protest within the City and show how the Force is effectively policing protest in order to minimise disruption and protect the public while maintaining the right to peaceful and lawful protest.		
Reason for Assessment	**SATISFACTORY**: Increase in sanctioned detections and positive outcomes combined compared to the level reported in 2019/20. **CLOSE MONITORING**: Reduction in number of sanctioned detections and positive outcomes combined by up to 5% of the level achieved in 2019/20. **REQUIRES ACTION**: A reduction of over 5% in the number of sanctioned detections and positive outcomes combined compared to the level achieved in 2019/20.		

Current Position

2019/20 Performance

Number of sanctioned detections for public disorder offences: 106 equating to 22%
Number of positive outcomes for public disorder offences: 109 equating to 23%

2020/21 Performance YTD

Number of sanctioned detections for public disorder offences: 2 equating to 15%
Number of positive outcomes for public disorder offences: 2 equating to 15%

Committee(s):	Date(s):
Police: Performance and Resource Management Committee	16th October 2020
Subject: HMICFRS Inspection Update	**Public**
Report of: Commissioner of Police Pol 72-20	**For Information**
Report author: Stuart Phoenix, Head of Strategic Development	

Summary

This report provides Members with an overview of activity undertaken within the last reporting period, since the report submitted to the June 2020 Police Authority Board, in response to reports published by HMICFRS.

Members will recall that the Police Performance and Resource Management Committee was suspended from March to October 2020 owing to the impact of COVID -19.

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

2 new reports have been published in the last period; 15 actions for the force to consider.

Inspections undertaken since last report

No new inspections have taken place.

Inspections Due

HMICFRS are conducting an inspection "The policing response to COVID-19".
The force is not being visited but has made document submissions to HMICFRS as requested.

Reports Due for Publication

No new force 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 25 outstanding recommendations.

There are 20 new greens to report, demonstrating progress since the update to the June 2020 PAB.

HMICFRS Report title	Number of open recommendations/areas for improvement and status			
	Previous report to your Performance and Resources committee [June 2020]		Current report to your committee	
	National report	Force report	National report	Force report
New Reports 1)Roads Policing – Not Optional			2 NEW GREEN 6 AMBER 1 Under Consideration	
2)Child Protection – City of London Police				4 NEW GREEN 1 AMBER 1 RED
Previous reports Counter-terrorism policing - an inspection of the police's contribution to the government's Prevent programme	1 AMBER		1 NEW GREEN [complete]	
Integrated Offender Management	3 NEW GREEN 1 AMBER		1 NEW GREEN [complete]	
National Child Protection Inspections: 2019	2 AMBER 1 CLOSED		2 AMBER	
Evidence led domestic abuse prosecutions	3 AMBER 3 NEW GREEN		3 NEW GREEN [complete]	
Cyber: Keep the light on	1 CLOSED [now not for force] 2 NEW GREEN 2 AMBER		1 NEW GREEN 1 AMBER 1 WHITE [since the force has become NPCC lead]	
Shining a light on betrayal: Abuse of position for a sexual purpose	2 NEW GREEN 1 AMBER		1 AMBER	
Leading Lights: An inspection of the police service's arrangements for the selection and development of chief officers	1 AMBER		1 NEW GREEN [complete]	

Crime Data Integrity inspection 2019		3 NEW GREEN 2 AMBER		1 AMBER 1 RED
The Poor Relation - The police and CPS response to crimes against older people	1 NEW GREEN 2 AMBER		1 NEW GREEN 1 AMBER	
PEEL 2018/2019		3 AMBER 6 NEW GREEN		1 NEW GREEN 2 AMBER
Fraud: Time to Choose		6 NEW GREEN 1 AMBER		1 AMBER
Report on an unannounced inspection visit to police custody suites – City of London Police		10 NEW GREEN 8 AMBER		5 NEW GREEN 3 AMBER
Policing and Mental Health - Picking Up the Pieces	1 WHITE		1 WHITE	
Understanding the difference: the initial police response to hate crime	1 NEW GREEN 1 WHITE		1 WHITE	
PEEL: Police Effectiveness 2017 – National	1 WHITE		1 WHITE	
Recommendation Summary	**Previous report to your Performance and Resources committee [June 2020]**		**Current report to your committee**	
	National report	**Force report**	**National report**	**Force report**
New reports	5	0	1	1
New Green	6	0	2	4
Amber	7	0	6	1
Red	0	0	0	1
White	0	0	0	0
Closed	0	0	0	0
Sub-total – New Reports	**13**	**0**	**8**	**6**
Previous reports				
NEW Green	7	25	8	6
Amber	6	14	5	7
Red	0	0	0	1
White	3	0	4	0
Closed [action not for force]	1	0	0	0
Sub- Total – Previous Reports	**17**	**39**	**17**	**14**
Total Prior Report Amber/Red/White Recommendations	**16**	**14**	**15**	**10**
	30		**25**	

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 the June 2020 Police Authority Board (PAB) there have been 2 new reports published with 15 actions for the force to consider. Progress with existing recommendations as well as detail of the current inspection programme is provided below for reference.

Current Position

New Reports

2. 2 reports have been published since last reported to PAB in June 2020:

- Roads Policing – Not Optional
  Published 15th July 2020, this is a national report; HMICFRS sought to establish how effectively the road network of England and Wales is policed, specifically:

  I. are national and local roads policing strategies effective
  II. does capability and capacity match demand
  III. do the police engage effectively with the public and partners, and
  IV. how well police officers are trained to deal with roads policing matters

- Child Protection – City of London Police
  Published 10th July 2020, this is a force level inspection report. The report identifies good practises including:
  I. senior leaders in the force are highly committed to protecting vulnerable people, including children;
  II. there are good ratios of supervisors to officers and caseloads are manageable.; and
  III. the force's response to reports of missing children was excellent and frontline staff in all roles responded to these incidents as priorities.

  However HMICFRS also noted several problems, including:
  I. the force is doing little to identify, pursue or disrupt online offenders involved in the downloading or distributing of indecent images of children in its area;

II. we found inconsistent recognition of risk and weaknesses in investigations that weren't addressed by effective supervision; and

III. the force values and invests in training, but fundamental gaps remain in the workforce's knowledge of vulnerability.

Action plans for both of these reports have been produced and progress reported in Appendix A.

Inspections undertaken since the last report

3. No new inspections have taken place.

Inspections Due

4. HMICFRS are conducting an inspection "The policing response to COVID-19" topics include:

- workforce wellbeing and welfare during the pandemic;
- police preparedness for the pandemic, leadership (local/national) and partnership working (before and during the pandemic);
- the police response to vulnerable people during the pandemic;
- the effect of COVID-19 on investigation, reporting and custody practices and processes, assessing the changes made as a result of the pandemic, and considering those that could represent sustainable improvements to service;
- (with other inspectorates) the effect on COVID-19 on the criminal justice system; and policing practices in the enforcement of regulations during COVID-19.

Although the force is not being visited as part of this inspections it has submitted a document return and completed an online self-assessment in common with all forces England and Wales.

HMICFRS anticipate sharing early findings with forces ahead of a published report early 2021.

Reports Due

5. No new force reports are due.

Current status of HMICFRS Recommendations

6. A total of 17 HMICFRS reports have been managed by the Force during the last reporting period.

7. 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.

8. There are currently 25 outstanding recommendations [15 national and 10 force].

9. There are 20 new greens to report [10 national and 10 force].

Current Status of HMIC Recommendations Summary

Recommendation Summary	Previous report to your Performance and Resources committee June 2020]	Current report to your Board
NEW Green	**38**	**20**
Amber	**27**	**19**
Red	**0**	**2**
White	**3**	**4**
Closed	**2**	**1**
Total Amber/Red/White Recommendations	**30**	**25**

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

Conclusion

10. The Force continues to make progress with implementation of HMICFRS recommendations and areas for improvement, which contributes to business improvement across the organisation.

11. Members are asked to note the report.

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

Contact:
Stuart Phoenix
Head of Strategic Development
Telephone: 020 7601 2213
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HMICFRS Report Recommendations

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

Roads Policing – Not Optional

A **National** report HMICFRS

Published 15th July 2020

There are 9 recommendations for the force, 2 are completed, 1 closed [not applicable] and 6 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Recommendation By 1 August 2021, the Department for Transport and the Home Office should develop and publish a national road safety strategy that provides clear guidance to the police, local authorities, highways agencies and other strategic partners. The strategy should include an explanation of the roles and responsibilities of each agency and the expectations of central government.	**WHITE**	August 2021	This action is for the Department of Transport and the Home Office

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	Recommendation By 1 August 2021, the Home Office should revise the Strategic Policing Requirement to include an explicit reference to roads policing. Any revision should also include guidance on which bodies the requirement to collaborate with extends to.	**WHITE**	August 2021	This action is for the Home Office
3	Recommendation By 1 April 2021, the Home Office should use the statutory power under section 7(4) of the Police Reform and Social Responsibility Act 2011 to issue guidance on what should be included within future police and crime plans. The guidance should require reference to roads policing in all police and crime plans.	**WHITE**	April 2021	This action is for the Home Office
4	Recommendation With immediate effect, chief constables should make sure that roads policing is included in their force's strategic threat and risk assessments, which should identify the areas of highest harm and risk and the appropriate responses.	**NEW GREEN**	August 2020	Road policing was previously included within the force Strategic Threat and Risk Assessment [STRA] process. This is being looked at again through the force Transform Programme examining current and future demand and resourcing the new model. Recent findings from the Parliamentary Advisory Council for Transport Safety and HMICFRS reports are being fed into Transform proposals. A force STRA process in due to commence later this year [2020] so all areas of the force will be subject to a STRA review. The Roads Policing STRA will be undertaken annually.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	Recommendation By 1 April 2021, the National Police Chiefs' Council should review the role and structure of national roads policing operations and intelligence.	**WHITE**	April 2021	This action is for the NPCC.
	Recommendation With immediate effect, chief constables should make sure: • [1]their force has enough analytical capability (including that provided by road safety partnerships) to identify risks and threats on the road network within their force area; • [2]that information shared by partners relating to road safety is used effectively to reduce those risks and threats; and • [3]there is evaluation of road safety initiatives to establish their effectiveness.	**AMBER**	September 2020 for an initial position November 2020 for review	[bullet 1] analytical capability Sustained analytical support has been an issue for the Roads Policing unit. The Force Intelligence Unit, who provide this support is aware of the issue and has produced a dashboard which it intends to maintain on a quarterly basis. The City of London partners have no analytical capability. Deadline set for November 2020 for review. [bullet 2] Information shared Current data accuracy hinders sharing information, the lack of analytical support has hampered progress. This issue of the disjoint between data sets used by CoLP and the CoL was highlighted in the Road Danger Reduction and Active Travel Plan (submitted to the July PAB). Increase support has been provided to this function. Deadline set for November 2020 for review to establish if increased support is improving the situation.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				[bullet 3] evaluation of road safety initiatives This area requires development in partnership with the City of London. A meeting took place with the City's Strategic Transportation Team lead to discuss and these will be monthly moving forward. However, there seems to be an expectation that City of London Police provide the analysis for the City of London to use.
7	Recommendation By 1 August 2021, the Department for Transport, in consultation with the Home Office and the Welsh government should review and refresh Department for Transport Circular 1/2007. The Circular should include a requirement that forces, or local road safety partnerships should publish the annual revenue received as a result of the provision of driver offending-related training and how that revenue has been spent.	**WHITE**	August 2021	This action is for the Dept. of Transport and the Welsh Govt.
8	Recommendation With immediate effect, chief constables should make sure that their force (or where applicable road safety partnerships of which their force is a member), comply with (the current version of) Department for Transport Circular 1/2007 in relation to the use of speed and red-light cameras.	**AMBER**	December 2020 [for initial review]	Department of Transport Circular 1/2007 is being reviewed and its requirements and subsequent owners of the task established in discussion with CoL and other partners. A deadline of December 2020 has been set for this initial work.

Recommendations & Areas for Improvement		Status	Due Date	Comment
9	Recommendation With immediate effect, in forces where Operation Snap (the provision of digital video footage by the public) has been adopted, chief constables should make sure that it has enough resources and process to support its efficient and effective use.	**Under Consideration**	August 2020	The force currently has not adopted Operation Snap. However, this is being looked at to further improve road safety and is being considered under the force Transform programme. A pilot is being scoped, including resources to support. No final decisions to implement has been made.
10	Recommendation With immediate effect, chief constables should satisfy themselves that the resources allocated to policing the strategic road network within their force areas are sufficient. As part of that process they should make sure that their force has effective partnership arrangements including appropriate intelligence sharing agreements with relevant highways agencies.	**NEW GREEN**	September 2020	Resources allocated to Roads Policing are currently assessed as meeting demand. TfL funding is currently consistent. The force Transform programme plans are reviewing this area and the commitment to an annual Road Police Strategic Threat and Risk Assessment [STRA] will ensure that resourcing continues to be assessed.
11	Recommendation By 1 August 2021, the College of Policing should include a serious collision investigation module for completion along with the Professionalising Investigation Programme. This should include: • minimum national training standards; and • certification for all serious collision investigators. Chief constables should make sure that all serious collision investigators in their force are then trained to those standards.	**WHITE**	August 2021 for the College of Policing	This action is initially for the College of Policing However force will include any College of Policing requirements in its training plans

Recommendations & Areas for Improvement		Status	Due Date	Comment
12	Recommendation With immediate effect, chief constables should make sure that appropriate welfare support is provided to specialist investigators and family liaison officers involved in the investigation of fatal road traffic collisions.	AMBER	August 2020 for initial response October 2020 for the review	Currently TRIM [Trauma Risk Management] and welfare support through Occupational Health service are available – these arrangements are being reviewed to establish if they are fit for purpose / more support required.
13	Recommendation By 1 April 2021, the College of Policing and the National Police Chiefs' Council should establish role profiles for defined functions within roads policing and identify the required skills and capabilities.	WHITE	April 2021	This an is for the College of Policing and NPCC
14	Area for Improvement Force-level support to national roads policing operations and intelligence structure is an area for improvement.	AMBER	September 2020 Extended to January 2021 pending future regional and national meetings taking place]	The responses below are provided within the context of this area for improvement within the HMICFRS report: The force engages in national campaigns. National and Regional levels meeting were attended by Inspector [Roads Policing]; future representation will be additionally at Superintendent level. The force does provide data to national roads policing operations and intelligence unit. This action is held at amber pending Superintendent level representation at national and regional meetings and the deadline extended [subject to future meeting taking place].

Recommendations & Areas for Improvement		Status	Due Date	Comment
15	Area for Improvement The efficient and effective exchange of all collision data with other relevant bodies is an area for improvement.	AMBER	September 2020 [subject to review] Now November 2020	The responses below are provided within the context of this area for improvement within the HMICFRS report: Data collation and analysis, evaluation and effectiveness of the Road Danger Reduction Partnership and active travel plan need to be improved as referenced above. However the force does use the Crash system to report to DfT and TfL, although with the caveat of data accuracy. Analyst support is essential to achieving this. Progress is linked to 6 above; deadlines have therefore been aligned.
16	Area for Improvement The awareness and understanding of the changes in the Professionalising Investigation Programme within police forces is an area for improvement.	AMBER	November 2020 for initial response	Learning and Development are currently reviewing.

Child Protection – City of London Police

A HMICFRS **force** report
Published 10th July 2020

There are 6 recommendations for the force, 3 are complete and 3 are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Recommendation We recommend that City of London Police should immediately review the vulnerability training for its staff in all roles, to improve the understanding of the importance of engaging with children and in understanding their perspectives to improve safeguarding activities that deliver better outcomes for those children.	NEW GREEN	November 2020	A 'focus on' voice of the child briefing is currently in development to be delivered to all frontline officers and staff publication September/October 2020. A workshop has taken place to consider alternative ways to provide and embed important safeguarding information/processes across the force - this could see the development of 'Safeguarding Champions' together with a number of other initiatives that are being put forward for consideration. The force will be updating its vulnerability training with stronger focus on voice of the child. This to include separate sessions for supervisors and include the importance of recording. Public Protection Unit is delivering this training to all uniform groups, which may include an external speaker from PACT (Prison Advice and Care Trust) on the impact on children of officers attending addresses, arresting parents in front of children etc. This will be completed on group training days.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				A step by step guide on how and when to complete a Public Protection Notice [PPN] including information on Voice of the Child circulated in June 2020 to all frontline staff. An example PPN has been added to the 'show me' area of the intranet. *[1.3, 1.4, 1.5}*
2	Recommendation We recommend that, within three months, City of London Police should review its systems and practice to ensure that: • [1]warning markers and flags are used to alert responders to risk and vulnerability; and • [2]]Control room staff have effective systems to help them to prompt frontline responders to follow force policy – for example, to turn on body-worn video cameras when attending domestic abuse incidents.	AMBER	November 2020	Bullet 1 All incidents attended are checked for intelligence by the Response Intelligence Officer [within Control] who are on Duty 24/7. They will check all systems (including surrounding Forces) for any intelligence or flags associated with the address or individuals and as standard these would be communicated to the officers attending. These checks would also include specific police databases for violent and sexual offenders. Force Control and Public Protection have met to discuss further. Bullet 2 New onscreen messaging is being explored within the control system enabling Control operators to prompt officers with best practice [including Body worn video]. *[2.1 – 2.12]*
3	Recommendation We recommend that City of London Police should immediately act to improve child protection investigations by ensuring that: • [1]there is effective supervision;	NEW GREEN	September 2020	Bullet 1 and 2 A standard of expectations for supervision is has been included within the Child Protection SOP.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	• [2]timely referral and strategy discussions take place; and • [3]body-worn video is accessible to all investigators.			Supervisors will follow the safeguarding supervision template [with Niche] at point of review and closure to ensure issues are considered. Supervisors will ensure deadlines are set for actions and follow up on these in monthly reviews The safeguarding checklist includes opportunities to reduce vulnerability were raised with partner organisations and that the voice of the child has been adequately recorded. <u>Bullet 3</u> If a CoLP officer/ staff has an account with evidence.com, then they will have access to any piece of footage that has been uploaded to the system. *[4.1 – 4.8]*
4	<u>Recommendation</u> We recommend that, within three months, City of London Police should act to improve child protection investigations by reviewing its systems for investigating online child abuse and by establishing effective arrangements to identify and tackle those who download and distribute indecent images of children in its area.	**NEW GREEN**	October 2020	All downloaded mobiles will be checked against the national child abuse image database. Head of Public Protection Unit has spoken to MPS online investigation team (June 2020) and confirmed process for referrals between forces should an IP [Internet Protocol] address be resolved to City/Met address. MPS have confirmed that over previous 4 years no IPs have been resolved to City addresses. There is no need for separate SLA with MPS as this is national process.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Information has been included within Child Protection SOP around targeting online offenders. *[4.9 – 4.13]*
5	Recommendation We recommend that City of London Police should immediately review the management arrangements for sex offenders and violent offenders in its public protection unit, including its supervision and management processes, so that it is satisfied that the unit is fully effective within its terms of reference. The aims should achieve: • [1]the timely completion and update of risk management plans; • [2]timely and unannounced home visits being made to registered sex offenders; and • [3]timely recording of intelligence on force systems.	**RED**	September 2020	Bullet 1, 2 and 3 Weekly offender management meetings with Head of Public Protection review these areas. VISOR [Violence / Sexual offender] alerts have been set up to ensure staff arrange [MOSOVO] visits within required timescales. This forms part of dashboard reviewed and monthly meetings. Next steps: MOSOVO [Management of Violence/Sexual Offenders] SOP has been drafted to include City specific processes, reporting and supervision – signoff and publication pending. *[7.1 -7.4]*
6	Recommendation We recommend that, within three months, City of London Police should introduce improvements to the arrangements for the attendance of appropriate adults, so that these are timely and sufficient to support children while they are in police detention.	**NEW GREEN**	August 2020	Monitoring arrangements are in place to ensure excess delays are avoided. Dip samples and monitoring at Custody Management Group also take place. Reassurance has also been sort that HMICFRS concerns regarding a singular fail have been captured for learning purposes.

Counter-terrorism policing

An inspection of the police's contribution to the government's Prevent programme

A thematic report HMICFRS and HMI Probation

Published 9th March 2020

There are 8 recommendations of which 1 is for the force and complete.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	Recommendation With immediate effect, the NPCC national Prevent lead and each force Prevent lead should review the attendance of force representatives at Channel panels so that police are correctly represented by decision makers who can contribution to managing risk.	NEW GREEN	No date set by HMICFRS Force deadline September 2020	Force representation at Channel panels has been reviewed by Deputy Head of Special Branch and deemed appropriate. The relevant Prevent Officer attends often with their supervisor.

Integrated Offender Management

Joint national thematic report HMICFRS and HMI Probation
Published 28th February 2020

There are 11 recommendations of which 4 are for the force and complete

Recommendations & Areas for Improvement		Status	Due Date	Comment
7	Recommendation Chief Constables, National Probation Service Divisional Directors and Community Rehabilitation Company Chief Executive Officers should: define their IOM operating model and produce practice guidance that sets out clearly what is required by each agency at every stage of the IOM supervision process.	NEW GREEN	November 2020	Offenders managed within an Integrated Offender management [IOM] approach are done so within the area in which they are resident. There are no resident offenders that require IOM within the City. The CoLP have joint working relationships with forces that own nominals that offend in the City. A Standard Operating Procedure has been produced and published. Nominals are reviewed monthly at cross boarder IOM meetings. The force has an IOM team which undertakes a range of functions including, but not restricted to: Monitoring local crime to identify IOM nominals Liaison with owning IOM units in other forces to seek assistance Working with owning IOM units to impose restrictive measures on IOM offenders Develop and maintain relationships with national IOM law enforcements partners. The force is aware that the NPCC lead for Integrated Offender Management is considering changes to this area of work however

Recommendations & Areas for Improvement		Status	Due Date	Comment
				there are no proposals and any changes will be picked up as business as usual.

National Child Protection Inspections: 2019

National thematic report HMICFRS
Published 27th February 2020

The report makes 6 recommendations of which 3 are for forces. The force is progressing 2 actions, 1 is closed since the force has been inspected by the National Child Protection Inspection Team.

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	Recommendation We recommend that chief constables take steps to reduce the unnecessary criminalisation of children. Such steps could include (but don't need to be limited to) considering fully a child's circumstances when making decisions; more effective use of legislation to discontinue prosecutions not in the public (or child's) interest; the development of more effective non-criminal justice pathways for vulnerable children who commit lower level crimes.	AMBER	No date set by HMICFRS September 2020 for the review November 2020 to deal with the	Crime Directorate identified a resource to conduct a review which has been completed. A number of actions have been identified to ensure that sufficient guidance and training is available to officers. Deadline rationale: The deadline has been set to November 2020 to deal with issues arising from the review.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			outcomes of the review	
	Recommendation We recommend that chief constables should review performance management and quality assurance approaches to ensure that assessments of the nature and quality of decision making are routinely made. The purpose of this would be to reinforce the understanding that compliance with policy or process is only one part of effective practice.	AMBER	No date set by HMICFRS September 2020 for the review November 2020 to deal with the outcomes of the review	Volumes of juveniles in custody are low and dip sampling rates of their records are high and can be up to 100% of monthly throughput. These custody records are assessed both for PACE and voice of the child. Superintendent visits are performed to assess the welfare/experiences of juveniles in custody – enabling first-hand experience of be gained of the juveniles circumstances. The results of dip samples, together with quarterly figures are reviewed at Custody Management Group. Analysis includes age, gender, ethnicity, and offence type and detention time. Delivery of training to Custody staff is also planned encompassing voice of the child. The deadline has been extended to align with recommendation 3 above and the actions necessary from the review.

Evidence led domestic abuse prosecutions

National Joint report HMCPSi and HMICFRS
Published January 2020

This report makes 8 recommendation, 6 for the force and complete.

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	Recommendations As well as the Crown Prosecution Service's bespoke e-learning, which all Area prosecutors have to complete, the police and Crown Prosecution Service should ensure that refresher training in domestic abuse, and particularly evidence led cases, is available to staff as appropriate.	**NEW GREEN**	No deadline set by HMICFRS July 2020 by the force	Learning and Development have scheduled for a virtual 'Focus on Domestic Abuse' session This session is part of a series provided on differing subjects to refresh officer knowledge, skills and understanding. The Public Protection Unit is delivering training to all uniform groups and custody. Guidance via email was issued in July 2020 and covered evidence led prosecutions and the need to ensure body worn video is used appropriately. Additionally Control and Public Protection unit are meeting to discuss how the force response could be further improved – looking at the use of checklists to ensure officers are doing all that is required.
3	Recommendation The police should review training plans in order to ensure that all appropriate staff, both frontline officers and investigators, are trained how to handle domestic abuse cases.	**NEW GREEN**	No deadline set by HMICFRS July 2020 by the force	

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<u>Recommendation</u> Police forces should ensure that training, messaging and guidance is clear that evidence led cases should benefit from the same quality of investigation, early gathering of evidence and supervisory oversight as other domestic abuse cases, particularly in cases where the victim does not support police action. Domestic abuse champions should reinforce this message.	**NEW GREEN**	No deadline set by HMICFRS Set to July 2020	Training material around evidence led prosecutions has been rolled out previously; this included a video/case study of a City investigation. There is a dedicated section on evidence led prosecutions in the Domestic Abuse SOP which is prescriptive on what is expected. Each Domestic Abuse crime is reviewed by Public Protection supervisors and an entry has to be put on niche to detail whether 'Evidence Led' is appropriate. The force benefits from external scrutiny of failed DA court cases and cautions, alongside statistics from CPS meetings which are attended by the DI PPU. The force does not have domestic abuse champions, this role is recognised force-wide as PPU.

Cyber: Keep the light on

A national report by HMICFRS
Published October 2019

This report makes 5 recommendations, 4 are for the force [or in part]. 2 are complete, 2 are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Recommendation 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; • 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.	**Previously CLOSED [not for the force] this is now WHITE since the Commissioner is now the new NPCC lead**	November 2020	Bullets 1 through 4 are the remit, in part, of the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman. To date progress has been held pending the outcome of the independent serious and organised crime review led by Sir Craig Mackey.
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.	**NEW GREEN**	November 2020	NFIB has engaged with Special Constables, and considered where they could their support the relevant areas within Cyber, unfortunately without success. The force remains open to the use of specials and volunteers in specialist functions as has been demonstrated in other areas pf the force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				The Cyber Protect UK Network, consisting of all forces and Regional Organised Crime Units utilise volunteers for Cyber activity.
	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: • [1]the minimum standards for investigation; • [2]the role of regional cyber crime co-ordinators in the recording, management, and review of cyber crime investigations; and • [3]the use of the weekly list provided by the National Fraud Intelligence Bureau to comply with the performance indicators.	AMBER	No deadline set by HMICFRS November 2020 for an initial position	Bullets 1 and 2 are the remit of the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman. A deadline has been set for an initial position to establish what progress/or otherwise has been made against this area for improvement.
		NEW GREEN	No deadline set by HMICFRS Force deadline July 2020	Bullet 3 – the use of the weekly lists Revised guidance has been produced which is sent together with the weekly lists provided by the National Fraud Intelligence Bureau. This guidance is specific in the purpose for which the list is to be used. This guidance will be reviewed upon any future standards set by the NPCC lead for Cyber Crime. The performance indicators referred to within the recommendations were set by the National Board Force Specialist Cyber Capability Project Board. Any future plans with regard to bullet 1 and 2 [NPCC lead] will be handled within business as usual.

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, 3 complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment	
4a	Recommendation By April 2020, all forces that haven't yet done so should: • [1]record corruption using the national corruption categories; • [2]produce a comprehensive annual counter-corruption strategic threat assessment, in line with the authorised professional practice; and • [3] 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 Now November 2020 [Subject to Co-vid] Aligned to PEEL 2018/2019 AFI 11	GREEN	Bullet 1 - The force is compliant recording corruption based on national corruption categories.
				GREEN	Bullet 2 - The force has produced a current force counter corruption Strategic Threat Assessment and control strategy 2020/21. The Control Strategy is to be published both on the force intranet and in the force's internal Professionalism Newsletter to raise awareness of the greatest identified threats.

Recommendations & Areas for Improvement		Status	Due Date	Comment	
				AMBER	Bullet 3 - PSD have established and successfully recruited to a new post of Engagement Officer. Part of the remit of this post is to establish links and encourage reporting by partners of any (corruption) issues encountered including matters of Abuse of Position (for a Sexual Purpose) which they may encounter. The mechanism is now in place to deliver this. PSD recently published an article to the business community in Skyline on 6th February 2020 which encouraged companies to get in touch if they had any concerns and explained the work of the CCU. The force regularly attends the SE Regional Counter Corruption Practitioners Group, chairs the SE Regional Analysts meeting and attends other national groups. <u>New IT system</u> Previously delayed pending the release of a Microsoft 365 compatible version; testing has been completed by the supplier in 2 forces. Roll out was expected by September 2020, however it is understood that this may be delayed and a revised timeline for delivery is being determined.

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 complete.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	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; • 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.	**NEW GREEN**	July 2020	The College of Policing has confirmed that this recommendation has been met by their Senior Hub programme which is now live and already has a number of initiatives that were suggested as part of the HMICFRS review. The College holds a Chief Officer database, it is currently up to date and the College will contact the force if they require any further information.

Crime Data Integrity inspection 2019

A force report by HMICFRS
Published August 2019

This report makes 6 areas for improvement for the force; 4 are complete, 2 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	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 Extended to September 2020 Now extended to January 2021 to confirm improvements are embedded	Age and gender have already been recognised within the HMICFRS report as being collected. The force has issued guidance regarding the recording of ethnicity and is now a mandatory field on the force crime recording system. Disability and sexuality data remain to be collected and analysed. Rationale: Deadline further extended to ensure measure already taken are embedded and establish if work-arounds can be established for the collection and analysis of disability and sexuality data
6	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.	RED	February 2020 Extended to July 2020 but	Audit results have not met the desired standards and further steps are now being taken: • The Community Resolution process is being digitised – roll out imminent.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			need to be reviewed [Reported to PAB] Extended to September 2020 to ensure improvements are embedded Extended to January 2021	• Guidance will be re-issued to officers for Community Resolutions, penalty notices for disorder and Cannabis Warnings • A 3 step escalation process for failures is being implemented, at the highest levels this could lead to management action of officers. • Monthly audits will be conducted; failures reported to Supt Ops UPD • The force Corporate Communications department will be engaged to support messaging • Digitisation of Cannabis Warnings and PND will be pursued. Initial improvements were observed but not sustained and additional management actions is necessary.

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. 4 recommendations are complete 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
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	AMBER	January 2020	The HMICFRS report recognises the good work of Economic Crime Victim Care Unit (ECVCU). There has been activity against this recommendation; dip sampling to ensure victim code of practise has

Recommendations & Areas for Improvement		Status	Due Date	Comment
	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. <u>Recommendation</u> 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.		Extended to November 2020 [Previously Reported to PAB]	been complied with – findings reported to Force Crime Standards Board. Rationale for deadline extension The force had plans to conduct 'victim journey' workshops which would have contributed as evidence for this. However the initial response to Co-vid has put this work on hold for the time being until a safe way to do this can be explored. 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 Evidence that victims services have been reviewed [with partners] to establish if they can be enhanced, is still required. This element is being progressed by the force victim champion. Victim journey workshops are now progressing and expected to commence by October 2020.
17	<u>Area for improvement</u> 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.	**NEW GREEN**	January 2020 However HMICFRS do not	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.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			require the FMS to be submitted at this time September 2020 for review	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 force Control Room system does not facilitate the collection of this type of data. Findings have been incorporated into the FMS

PEEL 2018/2019

A force report by HMICFRS
Published May 2019

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	Area for Improvement The force should implement a process to get feedback from vulnerable victims.	AMBER	December 2019 set to align with the next inspection anticipated early 2020.	The requirement to survey domestic abuse victims is a mandatory home office return. Previously performed by the Vulnerable Victim Advocate [VVA], when funded by MOPAC and the force. In 2019 MOPAC redirected funding away from the City and the force now has access 2.5 days per week to an Independent Domestic Violence Advocate [IDVA] under the Pan London Victim and Witness Scheme. Vetting and recruitment [victim support] delayed the starting of the IDVA. Although the force now has access to an IDVA the Head of

Recommendations & Areas for Improvement		Status	Due Date	Comment
			Reset to June 2020 [Reported to PAB] Extended to November 2020 subject to further review	Domestic Abuse Services at Victim Support as indicated that surveying falls outside the scope of this role. This HMICFRS area for improvement seeks Domestic Abuse surveying to be expanded to other vulnerable victims – increasing demand. The way ahead has been discussed with the Corporation [Alex Orme and David Macintosh] and a successful bid for POCA funds to Safer City Partnership [18/9/2020] has been made. The Head of PPU is now in discussion with Victims Support for the expansion of the service. This is not seem as a long term fix and the POCA bid included an element to commission an independent review of the Domestic Abuse/Vulnerable victim service provided across the City to include VVA, MOPAC, IDVA and the services the corporation provide. Domestic abuse surveys are to be conducted by officers of PPU as an interim measure to meet Home Office requirements. <u>Deadline Rationale</u> A revised deadline of November 2020 is set to review the current position.
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	**NEW GREEN**	December 2019 set to align with	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 was anticipated

Recommendations & Areas for Improvement		Status	Due Date	Comment
	different areas of the country that frequently exploit children and vulnerable people.		the next inspection anticipated early 2020. Now March 2020 pending outcome of pear review. Extended to October 2020 [previously reported to PAB]	January 2020 but a draft report not received until February 2020. A final report has not been received by the force and has been chased. Noting that the report is unlikely to materially change the force has developed a programme of works in response.
11	<u>Area for Improvement</u> 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 • builds effective relationships with individuals and organisations that support and work with vulnerable people.	AMBER	December 2019 set to align with the next inspection anticipated early 2020. Now November 2020	The first point has been addressed and recruitment is now complete and officers are in post and will continue to work on point three. In terms of the second point: New IT system. Previously delayed pending the release of a Microsoft 365 compatible version; testing has been completed by the supplier in 2 forces.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			[Subject to Co-vid]	Roll out was expected by September 2020, however it is understood that this may be delayed and a revised timeline for delivery is being determined.

Fraud: Time to Choose

A national report by HMICFRS
Published April 2019

This report makes 18 AFIs and recommendations for the force, 17 are complete 1 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.	AMBER	September 2019, March 2020 Extended to November 2020 [Previously reported to PAB]	The requirement is to 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. The delayed delivery of enhancements and related issues with the contractor have prevented a timetable being produced and communicated with Chief Constables. Next Steps Further communications to Chief Constables are planned as key decisions are made regarding the way ahead. Next steps were considered at the Police Authority Board meeting on the 27th April 2020.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Rationale for deadline extension The deadline is extended to enable implementation of decisions made regarding the future delivery of the service. Future communication to Chief Constables is planned.

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 18 are complete, 3 are in progress

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 July 2020, subject to review, to	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. An alternate process for allocation of resources was implemented; controlled by Custody Inspector. A dedicated Custody staffing group has been established on a 3 month rolling basis sourced from Response Groups, alongside Dedicated Detention Officers 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 the force training records system with a custody training Tracker. This has

Recommendations & Areas for Improvement		Status	Due Date	Comment
			align with Transform Now October 2020 to aligned with Transform subject to review	delivered accurate availability of Custody skills report and facilitates more effective use of Duty Management System for planning purposes. Custody management demand to be feed into the force change programme [Transform]. Tasks to be progressed: Transform programme [Custody] – work is ongoing; Custody being considered within the Investigation strand with proposals to develop alongside the Administration of Justice function in. Detailed staffing structure model being prepared.
3	<u>Area for Improvement</u> The force should address the unsatisfactory conditions that some detainees experience in the suite, especially those detained for long periods, and ensure that the facilities and arrangements for detainees with disabilities and those with limited mobility are suitable.	AMBER	December 2019 to align with the HMICFRS return visit Extend to November 2020	Van docking arrangements have been formalised. New design guidelines published by Home Office have been fed into the Accommodation Team. Accommodation Team have contacted National Police Estates Group (NPEG) who have agreed to conduct a review of force custody new build plans at the appropriate stage. This will include review of a series of key documents, a one day workshop plus interviews with relevant operational custody stakeholders. Tasks to be progressed: Original date scheduled for deep Clean and Maintenance works in Custody was delayed due to operational activities – this work is to be rescheduled – date to be confirmed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Adaptions (lowering of call bell in 1 cell) and introduction of hatched 'no loitering area' in reception area are programmed to be delivered during Suite closure. Rationale for extending date: delays around co-ordination of maintenance/cleaning teams, use of BTP facilities and operational requirements of force. This is now further impacted by restrictions of CoVid-19 so deadline further extended to Nov 19 (but subject to ongoing review as circumstances allow). Opportunity for this work to be completed still not possible - will be progressed as soon as circumstances permit. A meeting has been scheduled for 21.09.20 with NPEG rep to review proposed layout for the new build Custody Suite
5	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.	NEW GREEN	December 2019 to align with the HMICFRS return visit Extended to July 2020	Performance data has begun to be defined, collected and analysed - work in progress following development of daily/monthly and quarterly Custody performance reports by Performance Information Unit. Immediate issue identified and challenged with contractor - recording successful coverage of shift when only partial cover provided. Reporting practices to be amended by contractor.

Recommendations & Areas for Improvement		Status	Due Date	Comment
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.	NEW GREEN	December 2019 to align with the HMICFRS return visit Extended to June 2020	The force Performance Information Unit produce daily reports which include last 24 hours and 7 day statistics. Monthly performance reports are circulated to the Uniform Policing Directorate senior management team for oversight. The force Custody Management Group reviews use of force performance reports on a regular basis. Specific reports are also commissioned – including disproportionality. Quarterly reporting is ongoing to the force custody management group.
9	Area for Improvement 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 Extended to Nov 2020	A mitigation has been identified [laptops utilised in a private side room] and has been communicated to officers and included within Continuing Professional Development - safeguarding and welfare responsibilities. Hatching 'no loitering' area in Reception to be marked up to minimise opportunity to view CCTV monitors, works originally scheduled for Nov 2019 cancelled due to operational requirements and to be rescheduled. New date not yet confirmed but has been followed up by Custody Manager. Plans for the new exercise yard at Bishopsgate have been reviewed by National Police Estates Group [NPEG] who has proposed some amendments, and existing contractor is in process of pricing up additional works.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Rationale for extending date: delays around co-ordination of maintenance/cleaning teams, use of BTP facilities and operational requirements of force. This is now further impacted by restrictions of CoVid-19 so deadline extended to Nov 2020 (but subject to ongoing review as circumstances allow).
	Area for Improvement The force should strengthen its approach to conducting PACE reviews of detention by: • [1]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 • [2]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 sleeping, as required by paragraph 15.7 of PACE code C.	NEW GREEN	December 2019 to align with the HMICFRS return visit Extended to July 2020 subject to review	Requirements of section 107 of PACE – authorisation of acting / temporary inspectors – bullet 1 Uniform Policing Directorate have determined that processes for authorisations being given are: a) planned /long term authorisations given in advance given and recorded at Uniform Policing Directorate Local Resource Planning meeting. b) for unplanned ad hoc duties. Authority for acting up to Duty / PACE Inspector on an ad hoc basis within Uniform Policing Directorate [UPD] is to be given via on-call UPD Supt and recorded in day-book. Acting and temporary duties SOP have been revised. Dip sampling specifically seeks to identify compliance. Reviews for detainees held in the custody suite on behalf of others forces – bullet 2 Statement of Expectations for Custody Police Sergeants being reviewed. This will include requirement to escalate those cases to Duty Inspector which Custody officer considers are not being

Recommendations & Areas for Improvement		Status	Due Date	Comment
				progressed expeditiously with particular reference to 'other force' detained persons. Statement of Expectations for Duty Inspector also being reviewed, updated and reissued to include this requirement. Learning & Development [L&D] have prepared a lesson plan for role of Duty/PACE Inspector – training has been scheduled. <u>Accurate and detailed entries on the custody detention log</u> Included with the dip sample process Rationale for deadline: Extend deadline to July 2020 to allow time for L&D to resource (extended period due to turnover of staffing within L&D impacting delivery timetable).
17	<u>Area for Improvement</u> The force should ensure that it consistently identifies when an appropriate adult is needed for a vulnerable adult, and that one is subsequently secured without undue delay.	**NEW GREEN**	December 2019 to align with the HMICFRS return visit Extended to June 2020	Completion of The Appropriate Adult Service memorandum of understanding is nearing completion - final amendments and sign-off pending. Appropriate adult cover being extended to include vulnerable adults as well as children and for 24/7. An area of work will continue under Business as usual - completion of The Appropriate Adult Service MOU, which the City of London Corporation are co-ordinating] and the associated elements of performance recording.

Recommendations & Areas for Improvement		Status	Due Date	Comment
20	Area for Improvement The recording of release arrangements, to ensure that detainees are released safely, should be more detailed.	**NEW GREEN**	December 2019 to align with the HMICFRS return visit Now March 2020 Now July 2020	This was included in CPD sessions for Custody Officers held end of July 19. New dip sampling template examines this area with latest results showing that pre-release risk assessments are more comprehensive and detailed, showing actions the C/O has taken to ensure that the safety of the D/P is paramount upon release.. Show Me Good documents prepared and placed on Force database including one for a Pre-release risk assessment. Review of travel assistance offered conducted. Petty cash v travel warrant v informal arrangements with TfL to support unfunded travel v use of police vehicle. Outcome, agreed to secure and supply warrants to cover both national (Network Rails) and local (TFL) warrants for issue to DPs as necessary to add to opportunities for safe release of DP. Work in hand to secure delivery of this improvement which will be introduced as soon as practicable, dependant on sourcing (Rail Delivery Group secured for overground, TfL still to be secured) and instituting agreeable financial arrangements.

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
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. 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.	**WHITE**	August 2019	Practise guideline from the College of Policing to help force benchmark their triage activity are pending. However this is something which the force already undertakes – the most recent assessment examined the period November 2018 to October 2019 and highlighted a business need for mental health nurse cover during the day.

Understanding the difference: the initial police response to hate crime

A national joint report by HMICFRS
Published July 2018
This report makes 15 recommendations. 8 are for the force and 7 of these are complete, 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
8	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 consultation closed 5/11/2019. There is currently no date for formal publication. College of Policing APP website last checked 25/9/2020.

PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS
Published March 2018
This report was published 22nd March 2017.There are 4 recommendations which apply to the force and are to be progressed.
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	**WHITE**	September 2018 And	Details of the peer review approach have not been released by the College of Policing at this time.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	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.		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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Committee(s): Performance and Resource Management Committee of the Police Authority Board	**Date(s):** 16/10/2020
Subject: Internal Audit Update Report	**Public**
Report of: Head of Audit and Risk Management	**For Information**
Report author: Jeremy Mullins	

Summary

This report provides the Committee with an update on the progress of Internal Audit work undertaken for the City of London Police and the Police Authority during the current financial year 2020/21.

Delivery against the 2020/21 Internal Audit Plan has been impacted by the COVID-19 outbreak. Work on the plan did not commence until July 2020, having agreed with the Assistant Commissioner that the impact of the pandemic on the Force had been mitigated sufficiently to enable Audit work to progress. Nonetheless, a significant amount of work is in progress, including three Audit reviews at Draft Report Stage.

Recommendation

Members are asked to 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 in 2020-21 to date. Internal Audit Service is provided by a combination of an in-house team and via Mazars, an external partner.

Internal Audit Work Undertaken in 2020/21 to date

2. Below is a summary of the progress in delivering the Internal Audit work in 2020/21 to date. Three CoLP Internal Audits have been completed to draft report stage; fieldwork for a further two CoLP Audits is progressing; one CoLP Audit is currently at planning stage; and two remaining CoLP Internal Audits have yet to be started. One Internal Audit for the Police Authority (PA) is currently at planning stage.

Audit	Progress	Estimated Completion Date
CoLP Financial Forecasting	Draft Report	30th November 2020
CoLP Workforce Planning	Draft Report	30th November 2020
CoLP Transform Programme Audit Phase 2	Draft Report	30th November 2020
CoLP Grant Funding	Fieldwork	31st December 2020
CoLP Key Financial Controls	Not started	31st March 2021
CoLP Transform Programme Audit Phase 3	Not started	31st March 2021
CoLP Use of Procurement Cards	Fieldwork	31st December 2020
CoLP Digtal Policing	Planning	31st January 2021
PA – Police Funding	Planning	31st January 2021

3. This Committee will be provided with a brief summary of the findings of each Audit review following completion, incorporated within subsequent Internal Audit Update reports.

Conclusion

4. Members should note that, despite the disruption in the early part of the year, very good progress is being made in delivering the 2020-21 Internal Police Audit Plan and that the team is on target for full delivery by 31 March 2021.

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