



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

Date: WEDNESDAY, 11 NOVEMBER 2020

Time: 1.45 pm

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

Members of the public can observe this virtual public meeting via the link below:

<https://youtu.be/qybFeJCIW8c>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**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 (AMENDED)**

To receive the amended Terms of Reference of the Performance and Resource Management Committee which have been updated at the Committee's request.

For Information
(Pages 1 - 2)

4. **MINUTES**

To consider the public minutes and non-public summary of the meeting held on 16 October 2020.

For Decision
(Pages 3 - 14)

5. **REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 15 - 18)

6. **Q2 CAPITAL AND REVENUE BUDGET MONITORING**

Report of the Commissioner.

For Information
(Pages 19 - 46)

7. **POLICING PLAN 2020-23 - PERFORMANCE AGAINST MEASURE FOR END Q2 FOR THE YEAR 2020-21**

Report of the Commissioner.

For Information
(Pages 47 - 64)

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

Report of the Commissioner.

For Information
(Pages 65 - 96)

9. **HR MONITORING UPDATE - 1 APRIL-30 SEPTEMBER 2020**

Report of the Commissioner.

To be read in conjunction with the non-public appendix at item 16 on the agenda

For Information
(Pages 97 - 120)

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.

For Decision

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**

To consider the non-public minutes of the meeting held on 16 October 2020.

For Decision
(Pages 121 - 124)

14. **NON-PUBLIC REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 125 - 126)

15. **TRANSFORM UPDATE**

An oral update from the Commissioner.

For Information

16. **HR MONITORING UPDATE 1 APRIL-30 SEPTEMBER 2020 - NON PUBLIC APPENDIX**

Report of the Commissioner.

Non-public appendix to be read in conjunction with agenda item 9.

For Information
(Pages 127 - 128)

17. **CIPFA REVIEW OF COLP/COL FINANCE - IMPROVEMENT PLAN**

Report of the Commissioner.

For Information
(Pages 129 - 144)

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

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

Performance and Resource Management Committee

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.
- The Chairman of Finance Committee or their nominee . A co-opted Member to be appointed by the Finance Committee.

Frequency of meetings

- The Committee shall meet four times per annum.

• 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 CITY
OF LONDON POLICE AUTHORITY BOARD**
Friday, 16 October 2020

Minutes of the meeting of the Performance and Resource Management Committee of the City of London Police Authority Board held at Microsoft Teams on Friday, 16 October 2020 at 11.00 am

Present

Members:

Douglas Barrow (Chairman)
Tijs Broeke
Helen Fentimen
Alderman Timothy Hailes
Jamie Ingham-Clark
Andrew Lentin
Deborah Oliver
Graham Packham
Deputy James Thomson

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Alistair MacLellan	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Alistair Cook	- Head of Police Authority Finance
Matt Lock	- Head of Audit and Risk Management
Aqib Hussein	- Chamberlain's Department

City of London Police Force:

Alistair Sutherland	- Assistant Commissioner
Cecilie Booth	- Chief Operating and Chief Financial Officer
Paul Adams	- Head of Governance and Assurance
Stuart Phoenix	- Head of Strategic Development
Oliver Shaw	- Detective Superintendent
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Deputy Keith Bottomley and Caroline Mawhood. The Town Clerk noted that Alderman Hailes and Andrew Lentin would be leaving the meeting at midday.

The Chairman welcomed Members to the second meeting of the Committee that year, noting that during the height of the pandemic oversight of Committee matters had been undertaken by the City of London Police Authority Board.

The Chairman welcomed Jamie Ingham-Clark, Helen Fentimen, Graham Packham and Alderman Tim Hailes to their first meeting and welcomed the appointment of Dan Worsley.

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

There were no declarations.

3. **TERMS OF REFERENCE**

Members considered the Committee's terms of reference, noting that the future iteration should make clear the frequency of meetings and the fact that the co-opted Finance Committee Member should be the Finance Committee's Chairman, or their nominee.

A Member commented that the terms of reference were split between Policing Plan and performance, and finance, asset management and change. The reasoning behind this split was to reflect these were significant areas of work in terms of scrutiny.

RESOLVED, that the terms of reference be received.

4. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 7 February 2020 be approved.

5. **REFERENCES**

Members considered a joint report of the Town Clerk and Commissioner regarding references and the following points were made.

25/2019/P – Recruitment Projections to be embedded in Medium-Term Financial Plan & 1/2020/P Non-Pay Elements in Medium Term Financial Plan & 4/2020/P Medium Term Financial Plan to include workforce assumptions

- The Assistant Commissioner noted that the MTFP report was due in November 2020 and all the necessary data to support MTFP forecasting was in place. The Force was in a good position with regards to its projections, with monthly recruitment monitoring reports that were within 5% accuracy. The Force was forecasting a younger mix of staff including a greater number of probationers, which would in turn affect Force financials.

6/2020/P – Deep Dive on Community Policing

- Members noted that the new Sector Policing Model would be adopted from 19 October 2020 which would make a deep dive on Community Policing redundant. Instead Members requested a 8-9-month update report on Sector Policing in mid-2021.

7/2020/P – Staff Survey to be benchmarked against 2017 Staff Survey

- The Assistant Commissioner noted that the current survey had gone live and that a report on its outcome would be available from February 2021.

RESOLVED, that the report be received.

6. Q1 BUDGET MONITORING 2020/21

Members considered a report of the Commissioner regarding Q1 Budget Monitoring 2020/21 and the following points were made.

- The Chief Financial and Chief Operating Officer (COFO) noted that the report had already been submitted to the City of London Police Authority Board. The headline of the report was that the Force was showing a £4m underspend at the end of Q1. Work to finalise Q2 figures was ongoing, and it was likely that the underspend would rise to £5m. This was due to the Force receiving more Home Office funding than had been anticipated for recruitment, and as well as the Force generating more income than had been forecast. At present, the figures within the report were the COFO's best assessment and it was anticipated there would not be much more movement by year-end.
- The COFO continued, noting that the Force had significantly reduced overtime spend and was on track to be within the overtime budget at the end Q2. The report provided a directorate breakdown of financial position, with more forecasting detail being provided in future quarterly reports and the Medium Term Financial Plan.
- The COFO noted that there were at present no variances within the capital programme at end Q1, but that this was likely due to it being so early in the financial year. The capital programme would be looked at in greater detail at Q2 but it was likely that a clearer picture would only be available from Q3.
- The COFO noted that there had been a significant improvement in transactional finance, largely due to a staff appointment that had been effective in dealing with a legacy transactional finance position.
- The COFO concluded by noting that an appendix set out a savings tracker for the Force, with savings being monitored monthly in-Force which gave the COFO a high degree of confidence that the £5.7m savings target would be met, although perhaps not on a line-by-line basis as some savings would be achieved in other areas, such as the delay in the National Enabling Programme roll-out.
- In response to a comment, the Assistant Commissioner noted that the Police Accommodation Programme had a number of delays built into it which had meant some savings had yet to be realised e.g. the delay in moving out of Wood Street Police Station. The Force was reviewing

savings across its estate but ultimately was reliant on the Accommodation Programme being delivered.

- A Member raised a number of queries, noting that staff numbers had been provided up until June 2020 but not thereafter, presumably due to lead-in times around between vetting and appointment. He was concerned regarding the human as well as financial impact of the scale of accrued leave. Finally, noting that the workforce plan was on the non-public side of the agenda, the Member queried whether pay varied across ranks and trained skills-sets and noted that he would welcome more robust linking between people, pay and budget.
- The Assistant Commissioner was heard in reply, noting that the figures were true as at end Q1. The Assistant Commissioner received weekly recruitment updates and moreover the issue of recruitment was reviewed at strategic workforce planning meetings. Currently the Force had 829 officers and 477.5 staff on strength. On the question of accrued rest days, the Assistant Commissioner emphasised these were rostered rest days rather than annual leave, and the total accrual had stood at nearly 7000 days, which could be correlated with the Force's overtime spend. The accruals were in areas where the Force struggled to recruit to, including Firearms and Public Order. There were little variations in pay on trained skills-sets but rather on service bandwidths e.g. probationers who were currently on lower pay bands.
- The Assistant Commissioner concluded by noting that the Committee would likely see the workforce plan earlier in future as the Force was conducting a further Strategic Threat and Risk Assessment (STRA) to ensure it was meeting Corporate Plan ambitions. The STRA would also likely be influenced by COVID and result in strengthened capability in different areas than at present e.g. Economic Crime Directorate. The report on the new STRA would be available within six months.
- In response to Member concerns around the human impact of accrued rest days, the Assistant Commissioner replied that there was a newly appointed welfare lead who held Chief Superintendent rank, whose brief was to oversee the delivery of a rolling programme of support. Individuals with a disproportionate entitlement to accrued rest days were being supported, and the issue was expected to decline in line with the financial uplift that was allowing the Force to recruit and upskill staff. The Chairman noted that he had attended a meeting with the Force that week that had demonstrated the Force was engaged with relevant national welfare programmes.
- A Member commented on the presentation of data within the report as there was varying use of red text and brackets. Moreover there was a lack of narrative to explain variances within a given table, and it was difficult to gain a read-across between tables e.g. how actual and forecast workforce numbers at table 5 tallied with figures at table 2.

- A Member supported these comments noting that it would be useful to have definitions of what RAG ratings in quarterly reporting equated to. Moreover it would be useful to have an aggregate of RAG savings.
- The COFO replied, noting that generally red text in brackets equated to credit. That said, quarterly reporting was reliant on the import of data from spreadsheets which sometimes resulted in errors. In terms of narrative, the COFO noted that the report was already lengthy and she was concerned that further narrative would obscure the core purpose of the report. Definitions of RAG ratings would be provided in future quarterly reporting and for the time being, Green represented savings that had been achieved, Amber where there was a high level of confidence they would be achieved, and Red where it was known that they would not be achieved e.g. the delayed National Enabling Programme. An aggregation of savings could be provided in future reporting.
- On the issue of difficulty reading across data between tables within the report, the Member clarified her query, asking whether the projected numbers of FTE by year end in table 5 were reflected in table 2 i.e. were all posts funded and what impact did that have on projected savings within the Medium-Term Financial Plan. The COFO replied, noting that it was difficult to predict staffing numbers given, as a crude example, 20 persons appointed on the same date could take up their appointments on widely different dates within the forthcoming year due to factors such as vetting, medical etc. The COFO had tried to give an idea of forecasted numbers within the report alongside this caveat, and so would revisit this issue at Q2. Members were asked to note that there were no vacancies in Uniformed Policing as there were a number of probationers who had yet to take up establishment posts.
- A Member queried whether international training that had been paused due to COVID could be delivered via alternative means i.e. virtually. Secondly, he voiced caution over the fact that the City was obligated to collect the Late Night Levy from city venues despite their widespread closure/reduced operation due to COVID. This could be a reputational issue for the Force. The COFO noted that virtual training had been adopted and some training could be delivered in person in COVID secure settings in London.
- The COFO highlighted the Force's range of memorabilia which was selling well online. The Town Clerk agreed to provide Members with the link.
- A Member commented that he had requested greater focus on non-pay items and would therefore welcome more narrative in the Q2 report around table 2 and the narrative provided at 1.5. He would welcome greater liaison between Force and Authority, in particular in the area of Human Resources, to ensure Force headcount was accurately reflected in the Medium Term Financial Plan. Moreover it was important that the

costs of the Next Generation Service Action Know Fraud procurement were not lost sight of.

- In closing, the Member requested numbers and commentary around risk and opportunity e.g. more around section 12.1 in the report and separate columns or risk and opportunity in the existing table, alongside commentary on how they would be managed. As an example, it would be useful to have a couple of lines around how deferred leave was being mitigated, recognising that it would be difficult to provide this level of detail in areas such as Events Policing. Consideration could be given to using red and green text to aid presentation. Lastly, national policing was being asked to make submissions to the Home Office around loss of income and he was keen that the whole Force engaged in this exercise, not just the Economic Crime Directorate. The COFO agreed to incorporate the comments made into the Q2 report, although any figures submitted to the Home Office would be reported at Q3.

RESOLVED, that the report be received.

7. POLICING PLAN 2020-23 - PERFORMANCE AGAINST MEASURES FOR END Q1 FOR THE YEAR 2020-21

Members considered a report of the Commissioner regarding Policing Plan 2020-23 – Performance against measures for end Q1 for the year 2020/21 and the following points were made.

- The Assistant Commissioner noted that Counter Terrorism Measure 3 (increased number of hostile reconnaissance reports) was listed as requiring action. This measure stated that a high number of reports undergoing investigation was positive, which had been impacted by the fact the footfall in the City had significantly reduced since the outset of COVID. Overall the measure was out of the Force's control given the Force was reliant on intelligence from trained security staff in City premises. The Force was keeping the measure under review, and continued to investigate a number of reports.
- The Assistant Commissioner noted that Neighbourhood Policing Measure 3 (public order positive outcomes following arrest) was listed as requiring action as the number of arrests associated with the Night Time Economy and demonstrations had declined again owing to the impact of the Lockdown in Q1.
- The Assistant Commissioner concluded by noting that the Force was number one in the country in terms of detecting crime. Under the Transform Programme the Force now had a new Silver role to co-ordinate Force response in real time. This had resulted in the last week of the arrest of a repeat offender within a minute of them committing a crime, leading to the detection of both that crime and 17 other crimes associated with that offender. The Force was also taking the opportunity presented by COVID to seek and arrest wanted persons who were more likely to be found in at a fixed address due to lockdown.

- In response to a question, the Assistant Commissioner replied that at the outset of lockdown he had anticipated that the Force would have been able to deal with legacy issues but in reality the Force had embarked on more arrests and charges alongside increased demand in COVID enforcement. As a result there had been little opportunity to focus on legacy issues. Indeed, a minor outbreak of COVID amongst a specialist function within the Force had significantly reduced capability in that area.
- In response to a question, the Commissioner noted that the community survey had been carried out by an external company using the electoral register and social media. There had been increased engagement that year and a report on the outcome of the survey was expected in mid-November 2020.
- A Member noted that crime trends in the City had undergone an unwelcome uplift over the past two years, admittedly from a low base. Nevertheless it was concerning particularly given the increases were in areas such as violent and acquisitive crime. The Member was keen to promote a measurable performance-led approach to crime reduction and saw a clear link with Transform. Notwithstanding constraints it should be acknowledged that the Force was relatively well resourced for policing a square mile and he was therefore keen to target the increased areas of crime swiftly.
- The Assistant Commissioner replied, noting that the Force had been carrying a large vacancy factor for the past few years which contributed to the uplift in crime. At one point, the Force had been 80 officers short of its 720 establishment. Moreover the City was a honeypot for criminals from across the whole of the Metropolitan area, and there had been a significant increase in the number of licensed premises in the City in the last four years – from 720 to 945. Added to this, in response to the more rigorous in depth inspections by HMICFRS that commenced in 2016, the Force had significantly improved the way in which it identified and recorded crime, which led to increased reporting.
- The Assistant Commissioner continued, noting that going forward under the Sector Policing model the City would be divided into East and West sectors, each under a Chief Inspector. The new model allowed senior officers to drill down and review individual officer performance. Finally, the Assistant Commissioner assured Members that the Force was not complacent regarding crime figures and that he would be personally embarrassed if figures increased to their former levels.
- In response to comment from a Member regarding the level of disruption carried out against fraud and serious organised crime, the Assistant Commissioner noted that the two areas were linked as disruption activity directed at fraud impacted serious organised crime groups' ability to conduct their illegal activity. In Q1, the Force's ability to disrupt fraud was impacted by the banking sector's move towards home working during

lockdown, which came at a time when fraud reporting increased by 70% in April 2020. The situation around access had since improved and therefore there should be an improvement in disruption during Q2 and Q3.

- Members noted that they would welcome a workshop on Policing Plan measures to enable them to better understand the governance and compliance assessments underpinning the reporting made to Committee.
- The Chairman and Assistant Commissioner encouraged Members of the Committee to approach and engage officers on the beat to gain grass-roots perspectives of policing in the City.

RESOLVED, that the report be received.

8. HER MAJESTY'S INSPECTOR OF CONSTABULARY, FIRE AND 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) Inspection reports and the following points were made.

- In response to a question from a Member raised earlier in the meeting, the Chairman replied that HMICFRS did not take into account cost implications for the Force when making recommendations. Moreover the Force was not obliged to adopt HMICFRS recommendations, but in the event of not doing so, the Force's reasons for not doing so should be robust and reasonable. A regular dialogue with HMICFRS was maintained.
- A Member welcome the progress made towards the recommendation regarding child protection.
- A Member commented that, compared to the plentiful number of red recommendations the Force faced a number of years ago, he was pleased to see that in spite of COVID there was a strong focus in the Force on dealing with HMICFRS recommendations and so credit was due to the Assistant Commissioner and his team.
- In response to a question regarding recommendation 5 (child protections - management of sex offenders and violent offenders) the Assistant Commissioner noted that the Force had focused on meeting the recommendation and would review the structures and processes involved once they were working in practice. He highlighted the wider work the Force was undertaking on child protection, including joint working with the British Transport Police to monitor activity around stations and hotels.
- The Assistant Commissioner noted that the update reporting was necessarily concise given it was designed to give Members a summary

oversight, and assured Members that the Force took the recommendations seriously and indeed perhaps held them as red for longer than external observers, including HMICFRS, would deem necessary.

RESOLVED, that the report be received.

9. INTERNAL AUDIT UPDATE REPORT

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

- The Head of Audit and Risk Management (ARM) noted that in addition to the update provided within the report three other items of internal audit work were underway which he planned to update Members on in more detail at a future meeting. With regards to reference 5/2020/P (Internal Audit to be benchmarked against peer Forces/Authorities) the Head of ARM noted that a peer network existed for this purpose and baselining would take place as part of the pre-planning process for next year's internal audit programme. Pre-planning would commence in November 2020.
- In response to a question regarding the skills-set of the Internal Audit Team, the Head of ARM noted that the City has a small in-house team covering the City of London Corporation's local authority functions, one of whom had been with the team for over 20 years. That particular member of staff was retiring in March 2021 so work was ongoing to conduct knowledge transfer. In addition, the Internal Audit Team worked with Mazars to provide extra audit capability. To date this had not benefited the internal audit of the Force but Mazars could offer Force audit expertise going forward. The Head of ARM was confident his team could offer value on strategic issues but he would look to Mazars for support on specialist areas of work.
- In response to a question regarding how engagement was sought from the Force on internal audit matters, the Head of ARM noted that internal audit followed an iterative planning process that commenced with the Assistant Commissioner and the Force's senior leadership team, where engagement was positive. Engagement could become more challenging at the fieldwork stage, where internal audit activity risked clashing with delivery of business as usual activity. The Head of ARM had been encouraging his team to make more timely escalations when agreed timescales risked being delivered properly.
- The Assistant Commissioner noted that the Force's Strategic Development function was engaged with the Internal Audit Team and was able to facilitate contacts, and monitor implications of holiday and work commitments within the Force.
- A Member commented that he was very supportive of internal audit and in his experience so was the Force, acknowledging that the Force was

subject to scrutiny and audit by a number of bodies. As per the internal audit work programme summary within the report, the intention was to audit items that were of strategic importance to the Force at the present time, and to look forward rather than adopt a retrospective outlook. The Member considered internal audit as a key element of driving improvement in key risk areas facing the Force.

RESOLVED, that the report be received.

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

There were no questions.

**11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT
Reporting Request – City of London Police IT Programme & Discrete Funding**

The Chairman requested regular reporting on the City of London Police IT Programme, and discrete accounts to understand City of London Corporation funding aside from its core funding.

Thanks to outgoing Clerk

The Chairman thanked the Committee Clerk for his work supporting the Committee prior to his leaving the City of London Corporation.

12. EXCLUSION OF THE PUBLIC

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

13. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 7 February 2020 be approved.

14. NON-PUBLIC REFERENCES

Members considered a joint report of the Town Clerk and Commissioner regarding non-public references.

15. WORKFORCE PLAN 2018-2023 - REFRESH

Members considered a report of the Commissioner regarding the Workforce Plan 2018-2023 – Refresh.

16. TRANSFORM PROGRAMME: UPDATE ON IMPLEMENTATION AND EFFICIENCIES

Members considered a report of the Commissioner regarding the Transform Programme: Update on Implementation and Efficiencies.

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

There was one non-public question.

**18. 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 in non-public session.

The meeting ended at 1.00 pm

Chairman

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PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
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	COMPLETE - detail included in MTFP report on agenda.
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	COMPLETE - detail included in MTFP report on agenda.
2/2020/P	7 February 2020 Item 5 – Budget Monitoring Q3	Force Reserves (Finance) Policy to be developed.	Chief Operating and Finance Officer / Treasurer	COMPLETE - Reserves Policy is included in the MTFP report on the agenda.

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	COMPLETE- details included in MTFP report on agenda.
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 was provided at October 2020 meeting. The 2021/22 Internal Audit plan preparation process will include benchmarking with other Forces. This process commences in November each year, with a draft plan presented to Committee in January and a final plan presented before 31 March.
10/2020/P	16 October 2020 Terms of Reference	Include frequency of meetings and amend reference to Finance Committee Member as Chairman of Finance Committee or their nominee	Town Clerk	COMPLETE – amended Terms of Reference included under item 4 on agenda.
11/2020/P (arising from closed 6/2020/P)	16 October 2020 References – Sector Policing	Update report on review of Sector Policing Model to be submitted to Committee from May 2021.	Assistant Commissioner	Due May 2021 onwards.

PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

12/2020/) (arising from closed 7/2020/P)	16 October 2020 References – Staff Survey	Staff Survey 2020 report to be submitted to Committee from February 2021.	Assistant Commissioner	Due February 2021.
13/2020/P	16 October 2020 Q1 Budget Report	Link to City of London Police memorabilia to be circulated to Committee and Board	Town Clerk	COMPLETED Emailed to Members on 16 October 2020 at 4.23pm.
14/2020/P	16 October 2020 Q1 Budget Report	Various comments regarding formatting, presentation to be reviewed and incorporated into quarterly reporting.	Chief Operating and Chief Financial Officer	COMPLETE - COFO has ensured that all comments on the Q1 report have been taken into account in the Q2 report.
15/2020/P	16 October 2020 Policing Plan Performance Q1	Member workshop to be convened to deliver briefing on Policing Plan measures, and the governance and compliance measures underpinning them.	Town Clerk / Head of Governance and Assurance	IN PROGRESS - date to be fixed.
16/2020/P	16 October 2020 AOB – Reporting Request(s)	Reports to be submitted to Committee covering: (a) City of London Police IT Programme Update	Sean Green/ Jonathan Chapman	Report on this due to December PAB.
		(b) Discrete accounts for non-core Force funding	Head of PA Finance/Treasurer	In Progress- Head of PA Finance updates this report which will be submitted to the February 2021 P&RMC.

PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

		received from City of London Corporation (c) <i>Added post-meeting:</i> Quarterly Update – CIPFA recommendations	COFO	COMPLETE- this is on the agenda for November P&RMC and will report quarterly hereafter.
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Committee: Police performance and Resource Management Committee Police Authority Board	Date: 11 th November 2020 16 th December 2020
Subject: Q2 Budget Monitoring 2020/21	Public
Report of: Commissioner of Police Pol 79-20 Report author: Cecilie Booth, Chief Operating and Chief Financial Officer	For Information

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 second quarter of the 2020/21 financial year. Current projections indicate an underspend of £5.0m by the end of the year, primarily due to the large number of vacancies held at start of year.

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 the Action Fraud Reserve and 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 in Quarter 2. 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 will 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, monthly meetings with the Commissioner, Force Chief Operating and Chief Finance Officer (COFO) and Police Authority staff and quarterly reports to Performance and Resources Sub Committee and Police Authority Board. 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 Latest Budget £m	Budget YTD £m	Actual (Q2 YTD) £m	Variance YTD £m	Forecast £m	Proj Variance £m
Pay						
Officers – net	60.6	30.3	26.9	(3.4)	57.8	(2.8)
Staff – net	26.0	13.0	11.9	(1.1)	25.4	(0.6)
Overtime	2.2	1.1	0.9	(0.2)	1.8	(0.3)
Agency	1.6	0.8	0.6	(0.2)	1.2	(0.3)
Indirect employee costs	2.3	1.1	0.8	(0.3)	2.4	0.1
Pensions Contrib.	23.0	11.5	0.0	(11.5)	23.0	0.0
Total Pay	115.6	57.8	41.1	(16.7)	111.7	(3.9)
Premise Costs	2.6	1.3	2.0	0.7	2.5	(0.1)
Transport Costs	2.0	1.0	0.3	(0.7)	2.2	0.2
Supplies and Services	23.0	11.5	7.0	(4.5)	23.2	0.2
Third Party Payments & Recharges	12.2	6.1	1.2	(4.9)	12.0	(0.2)
Unallocated Savings	(1.8)	(0.9)	0.0	0.9	(1.8)	0.0
Non-Pay	37.9	19.0	10.5	(8.5)	38.1	0.2

Total Expenditure	153.5	76.7	51.6	(25.1)	149.8	(3.7)
Income						
Specific Grant	(51.5)	(25.8)	(22.5)	3.3	(53.3)	(1.8)
Partnership	(13.0)	(6.5)	(3.0)	3.5	(12.9)	0.1
Fees & Charges	(4.1)	(2.1)	(0.6)	1.4	(3.7)	0.4
Total Income	(68.6)	(34.3)	(26.2)	8.1	(69.9)	(1.3)
Funding	(84.9)	(42.4)	(42.4)	0.0	(84.9)	0.0
Underlying Deficit	(0.0)	(0.0)	(17.0)	(17.0)	(5.0)	(5.0)

1.4 Table 2 indicates a projected underspend of £5.0m, predominately within pay. At the end of Q1 there were 161 vacancies, this has reduced to 106 at the end of Q2. There is a net decrease of 55 which comprises 105 new starters and 50 leavers. The pay actuals and projections in Table 2 above are based on the workforce actuals and forecasts shown in Table 5 below. The slight overspend for indirect employee costs relates to payment of allowances and Occupational Health costs.

1.5 Non-Pay

Non-Pay comprises 25% of the gross expenditure budget, and a slight overspend of £0.2m is forecast at the end of Q2. A high level overview of non-pay expenditure provides:

- Premises - £2.6m. This includes rates and running cost for Bishopsgate and Wood Street; utilities, cleaning cost and hire of premises. A small underspend in the region of £0.1m is forecast, due to a reduction in room hire for the Economic Crime Academy and a small projected underspend in repair and maintenance.
- Transport - £2.0m. This includes use of hire transport, vehicles running cost, repairs and maintenance of vehicles and Rail Delivery Group contract (RDG). The projected £0.2m overspend relates to repairs and maintenance and vehicle running cost for our current fleet. There is currently an active fleet replacement programme in place, which will reduce maintenance costs for future reference.
- Supplies and Services - £23.0m – Supplies and services contains non pay expenditure for large fees relating to Action Fraud, National Fraud Intelligence Bureau (NFIB), National Cyber Security Programme (NCSP) and Economic Crime Capability, as well as various day to day supplies and services. A small overspend is projected, however, the final position will be determined in Q4.
- Third Party Payments & Recharges - £12.2m which relates to fees and contributions to partners and other bodies, including the IT recharge of £7.0m to City of London Corporation.
- Unallocated savings of £1.8m are expected to be achieved by the end of this financial year, as set out in the Savings Tracker.

- Overtime and Agency is forecast 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 number of vacancies 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 for the year is £1.2m, of which £0.33m has been received to date. There is a slight delay in payment from the Home Office, but we expect to receive the full £1.2m ring-fenced funding by the end of the year, depended on progress with recruitment towards the additional posts, above the agreed baseline.
- It is anticipated that most of the projected underspend will be utilised to support Action Fraud. At the end of Q2, £1.6m has been spent or committed, and a further £2.5m expenditure is forecast based on current projections, but orders have not yet been placed. The additional expenditure pressures will be funded partly from the Action Fraud Reserve and partly from underspends in the current financial year. Expenditure will be split over two financial years, and it is possible that some funding will be available from the Home Office. However, there is no certainty around external funding at this stage. This matter will be covered further in the Q3 report as and when further information is available. Any residual underspends may be used towards repayment of the Action Fraud loan from the Corporation, this is not limited to any underspends against the local growth bid.
- 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. The government has recently announced a new income recovery scheme, CoLP has made a £152,000 submission to this scheme for the first 4 months of the year. A further two claims will be made in due course, and the overall financial position will improve if submissions is successful. A further update will be available in the Q3 report or in the outturn report.
- 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 the full grant for Q1, and the Q2 payment is expected to be received in the very near future. At this stage it is assumed that we will also receive Q3 and Q4 payments in line with the budget, however, there is a risk that this may not materialise.

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, 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 that we are on course to deliver the required mitigations, a summary is 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	606	206	G
Overtime	350	350	350	0	G
Total pay	1,610	1,743	1,816	206	
Savings through National Policing Programmes - NEP	1,300	-	1,300	0	A
IT Transformation	20	-	10	(10)	A
Digitisation of external services	100	-	-	(100)	R
Support Services review	350	247	350	0	G
Asset Recovery	100	-	400	300	G
Commercial activity and income generation	950	-	1,253	303	G
Estate savings	1,300	-	786	(514)	R
Total non-pay	4,120	247	4,099	(21)	
Total	5,730	1,990	5,915	185	

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 has been 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.

2.4 Due to international travel restrictions it has not been possible to deliver overseas training in accordance with the CoLP Corporate Plan. Some of the commercial projects have also been delayed due to COVID19. There is a built 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. Some training may be

delivered remotely. The government's income recovery scheme may offset shortfalls, however, there is no certainty at this stage. £152,000 has been claimed for the first four months of this financial year.

- 2.5 Online sale of CoLP memorabilia was launched in September 2020 in partnership with the New Scotland Yard online shop, and early indications look promising. Some items will be available for sale in Corporation of London gift shops from October / November, as well as via the Corporation's online shop.
- 2.6 We have successfully applied the full cost recovery model for some of our funded units (where contracts have allowed negotiations), which has partly offset the shortfall in the region of £500,000, which will be realised at the end of the financial year. Further savings may be found from probationer intakes planned in this financial year and further accommodation / procurement savings to be realised in Q3 and Q4.
- 2.7 Overall delay in the Accommodation Programme means there is a delay in the closure of Wood Street. Cost reductions are likely to be in the region of £250,000 due to savings identified for the final quarter of this financial year.
- 2.8 The items rated green indicate confirmed savings, amber items indicate a high level of confidence of achieving the savings by the end of the year and red items indicate a high level of uncertainty where it is likely that alternative savings will have to be found.
- 2.9 The aggregation or RAG rated risks are:
- Red 13%
 - Amber 22%
 - Green 65%

3 Directorate Revenue Position

- 3.1 As at the end of Q2, current projections indicate an underspend of £5.0m; Table 4 below sets out the Directorate position. This includes the £5.7m budget mitigations identified in the Savings Tracker.

Table 4

Directorates	20/21 Latest Budget £'000	Budget YTD £'000	Actual (Q2 YTD) £'000	Variance YTD £'000	Forecast £'000	Proj Variance £'000
BSD	28,585	14,293	(9,438)	(23,730)	26,318	(2,267)
Crime	11,750	5,875	5,860	(15)	10,691	(1,059)
ECD	8,681	4,341	12,839	8,498	8,571	(110)
I&I	14,527	7,264	7,285	22	14,709	182

UPD	21,355	10,678	8,887	(1,790)	19,571	(1,784)
Grand Total	84,898	42,449	25,434	(17,015)	79,859,116	(5,039)

*The variance YTD within BSD relates to the Police Pension payment received from Home Office in advance for 2020/21 (£17.5m of the budgeted £20.3m).

3.1 Business Support Directorate – **underspend of £2.3m**

The BSD directorate budget holds the unallocated overheads, unallocated national uplift and the unallocated overtime and agency budget for the whole Force. Current pressures include the closure of Wood Street and reduced income for International Training and Development. The directorate position will even out across the Force budget at the end of the financial year, as and when all unallocated items are allocated to services.

The Directorate is currently holding 15 FTE above establishment, mainly due to Transform, Corporate Plan and PSD.

3.3. Crime Directorate – **underspend of £1.0m**

The majority of underspend in Crime is due to vacancies. It is anticipated this underspend will reduce in Q3 due to the large recruitment drive in progress. There is a projected overspend in Forensics outsourced work due to the level of vacancies held, which is off-set by the overall underspend position.

The Directorate is holding vacant posts of 25 FTE.

3.4. Economic Crime Directorate – **underspend of £0.1m**

A number of posts are due to be filled in the very near future, subject to vetting. Income from external funders will be matched to actual expenditure during the financial year, hence a small underspend against a high vacancy factor. So a high level of vacancies held does not mean there is a corresponding budgetary variance.

The Directorate is holding vacant posts of 38 FTE.

3.5 Information and Intelligence Directorate – **overspend of £0.2m**

Whilst the directorate is holding a number of vacant posts, the underspend is off-set by additional pressure of unfunded staffing costs in the Niche/Pronto team and within the Command Hub. These posts are part of Transform and will be reassigned to the appropriate establishment in due course. There is also an additional emerging pressure due to increased use of digital investigations, linked to remote working in the Central Authorities Bureau (CAB) team.

The Directorate is holding vacant posts of 36 FTE.

3.6 Uniformed Policing Directorate - **underspend of £1.8m**

The underspend in UPD is mainly due to vacancies. Recruitment is on-going and a number of vacancies are in the process of being filled. There is some risk to TFL Grant income, although at this stage it is assumed that the grant will be received in full. We will continue to monitor this position

The Directorate is holding vacant posts of 22 FTE.

4 Workforce

- 4.1 The pay budget constitutes 75% of the expenditure budget. The current establishment, including 67 locally agreed growth posts and 44 National Uplift, is 1,392 FTE, comprising 888 Officers and 504 staff. The actual workforce paid in September 2020 was 1,286 FTE comprising 822 Officers and 464 Staff.
- 4.2 Table 5 below sets out the actual position by month up to the end of Q2, 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. It is also difficult to predict timing of leavers, so the confidence level in the forward projections is low.
- 4.3 The position is closely monitored via the Force Strategic Workforce Planning Board, which meets monthly, and the position will be updated in the Q3 report.

Table 5 – Actual workforce numbers for Q2 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
	Jul	788	457	1,245
	Aug	812	464	1,276
	Sep	822	464	1,286
Forecast	Oct	837	482	1,319
	Nov	858	488	1,346
	Dec	862	492	1,354
	Jan	870	495	1,365
	Feb	875	499	1,374
	Mar	880	502	1,382

Head count

Headcount	Est	Apr	May	Jun	Jul	Aug	Sep
Officers	888	777	781	790	797	820	832

Staff	502	462	464	465	471	477	483
Total	1390	1239	1245	1255	1268	1297	1315

4.4 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, 29 officers have been recruited to the 44 new posts.

4.5 67 Growth

Recruitment towards the 67 locally agreed growth is under way. To date, at the end of September 2020, 56 posts have been filled, 7 are currently in vetting and a further 4 will be filled in the near future.

- 4.6 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 £2.6m 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 7 at vetting stage will be in post by 31st October and the remaining 4 will be in post by 1st January. The projected underspend against the £5.4m additional funding for the 67 posts is £0.4m, which may be utilised towards repayment of the Action Fraud Loan.

5 Income

- 5.1 Table 6 below sets out grant and income funding totalling £64.8m. Current projections indicate a high level of confidence in receipt from all funders in the current financial year, however, there is an element of risk attached to the TfL grant.
- 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 in (red) indicate an improved position, the negative variances in black indicate a worse position, where grant income may be lower than the budget.

Table 6

Name of Grant	Funding Provider £'000	2020/21 Budget £'000	Actual Q2 YTD £'000	Projected Outturn £'000	Projected Variance £'000	Risk Rating	Responsible Lead
Police Pensions Grant	Home Office	(23,000)	(18,397)	(23,000)	0	G	LT
Counter Terrorism Policy Grant	Home Office	(6,685)	(3,764)	(6,753)	(68)	G	GF
National Cyber Security Programme	Home Office	(6,110)	(0)	(5,999)	111	G	JVP
Action Fraud Managed Service	Home Office	(6,000)	0	(6,000)	0	G	JV
Action Fraud National Fraud Intelligence Bureau	Home Office	(4,500)	0	(4,500)	0	G	SA
Insurance Fraud Enforcement Team	Association of British Insurers	(4,123)	(830)	(3,893)	230	G	TH
Economic Crime Capability Development	Home Office	(2,850)	0	(2,850)	0	G	AN
Dedicated Cheque & Plastic Card Unit (DCPCU)	UK Payments Administration Ltd	(2,570)	(589)	(2,486)	84	G	GR
National Lead Force	Home Office	(2,500)	0	(2,500)	0	G	PS
International Property Crime Investigation Unit (PICU)	Intellectual Property Office	(2,053)	(450)	(2,038)	15	G	NC
Police Transport Grant	Transport for London	(1,884)	(555)	(1,884)	0	A	KT
Cyber Griffin	Corporation	(700)	0	(700)	0	G	CM
Lloyds Sponsorship	Lloyds Bank	(408)	(453)	(371)	37	G	AB
Other - International Training and Development Team	Home Office	(400)	(46)	(400)	0	A	TR
Late Night Levy	Corporation	(300)	0	(300)	0	G	JP
London Safety Camera Partnership	Transport for London	(269)	(68)	(269)	0	G	AM
Economic Crime Victim Care Unit	Mayors Office for Policing & Crime	(210)	208	(210)	0	G	PS
Tower Bridge	Corporation	(92)	(38)	(92)	0	G	AM
Regional Organised Crime Unit Coordinator	Home Office	(90)	0	(90)	0	G	JV
Volunteer Police Cadets	Cadet Contributions	(5)	(5)	(5)	(0)	G	PP
20/21 Ringfenced Police Uplift Programme (PUP)	Home Office	0	(330)	(1,200)	(1,200)	G	CB
20/21 COVID-19 Surge Funding	Home Office	0	0	(221)	(221)	G	BD

Common Police Services Contributions	College of Policing and HMICFRS	0	(63)	(45)	(45)	G	AB
Mutual Aid	Essex Police	0	(25)	(30)	(30)	G	MD
Other - Support Group	London Mayors Office	0	0	(100)	(100)	G	JM
Other - Taser Project	College of Policing	0	0	(92)	(92)	G	RW
Secondments	Cambridgeshire Constabulary	0	(16)	0	0	G	MW
Secondments	Metropolitan Police	0	(19)	0	0	G	MC
Other - Misc	Miscellaneous income	0	(56)	(66)	(66)	G	AB
Grant Total		(64,749)	(25,497)	(66,094)	(1,345)	0	

- 5.4 As illustrated, projected income is £1.3m above the budget, which is due to an unexpected flexibility in the ringfenced funding for the national uplift, and additional Home Office funding relating to Covid19 in enforcing the current restrictions.
- 5.5 The key risk areas are around the TfL grant and international training.
- 5.6 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 There are two elements to the Capital Programme; the schemes approved in 2019/20 and previously, which are funded by the Corporation of London; and schemes approved through a loan facility from the corporation from 2020/21 and onward.
- 6.2 Progress against the Capital Programme is shown in Appendix 1. At the end of Q2, it is expected that the Programme will largely be delivered to budget, with a small underspend. However, there are a number of areas where the completion of the programme may run over into the new financial year. This has partly been caused by purchase orders being placed later than otherwise due to the Covid19 lockdown. The principal areas this may occur are; IT Modernisation, e-Discovery, GIS Upgrade, Tactical illuminations, and Lock batons. This position continues to be reviewed throughout the financial year, and will be updated in the Q3 report.
- 6.3 Projects that are expected to continue into future financial years are the Oracle upgrade; Custody CCTV upgrade; Body Worn Cameras, and the Airwaves project. Appendix 1 provides further detail on these.
- 6.4 The CoLP loan funded Capital Programme is divided into four broad areas; Fleet, IT, Equipment, and Accommodation. A brief overview is summarised in Table 7 below. The legacy capital programme, which was approved prior to 2020/21 is detailed in Appendix 1.

Table 7 - Summary of Capital Programme 2020 to 2024

CoLP Capital Programme 2020 - 24	Approved Budget	Spend to Date	Forecast 2020/21	Future years	Total Forecast	Forecast Variance
	£m	£m	£m	£m	£m	£m
IT Related	8.4	0.2	2.3	5.3	7.7	(0.7)
Equipment	0.2	0.0	0.1	0.1	0.1	0.0
Fleet	1.0	0.0	0.3	0.8	1.0	0.0
Accommodation	0.2	0.0	0.1	0.1	0.2	0.0
Total 20/24 Capital Programme	9.7	0.2	2.8	6.3	9.0	(0.7)

- 6.5 The Fleet capital budget is £0.25m per year for four years for the cyclical replacement of vehicles. The current forecast is for this year's allocation to be spent by the end of the financial year.
- 6.6 The IT programme covers a range of IT related projects. Critical to this is the IT Modernisation programme, which has a budget of £6.425m over four years. Within this budget, is expected £0.65m to be reallocated to fund the accelerated roll out of new desk top and mobile equipment, which is funded by the Corporation pre-2019/20 programme budget.

7 Accounts Payable

- 7.1 Table 8 below shows performance relating to payment of invoices within 30 or 10 days. Performance over the past 3 months is 96%, which is just 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	£14,402,278	94%
May-20	510	482	£2,636,048	95%
Jun-20	506	493	£2,054,962	97%
Jul-20	666	651	£2,792,046	98%
Aug-20	538	519	£3,581,464	96%
Sep-20	616	591	£2,575,715	96%
Average to Date				96%

8 Accounts Receivable

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

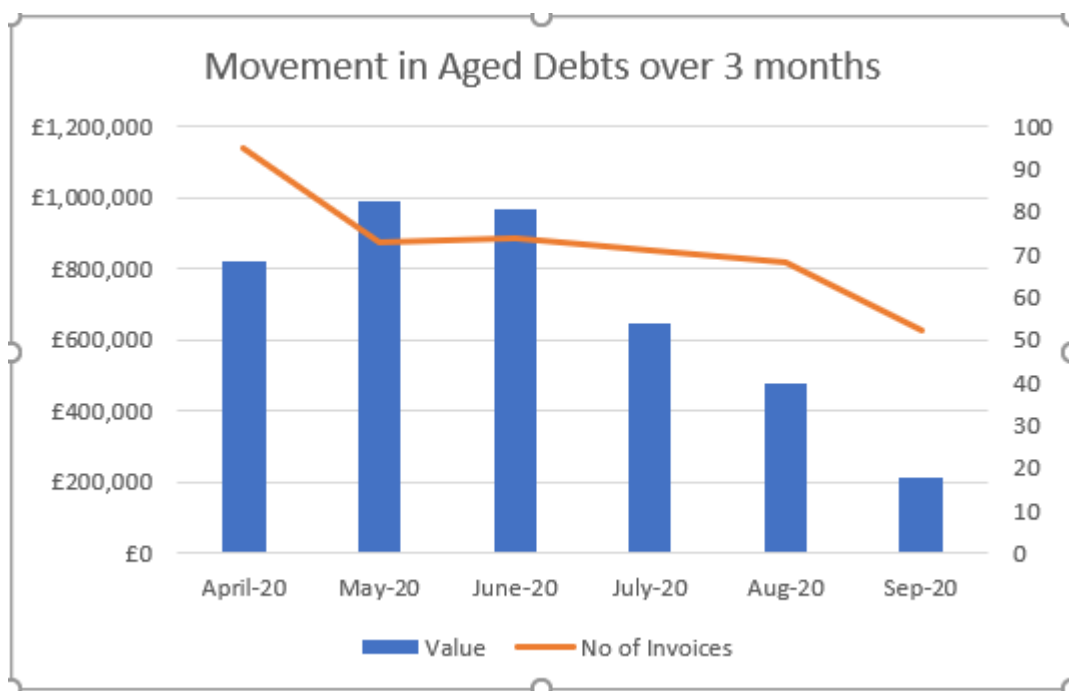
Table 9

Age	Q1		Q2		Movement	
	Count	Value	Count	Value	Count	Value
Less than 1 Month	19	£581,541	12	£88,297	-7	-£493,244
1 - 2 Months	1	£261,890	4	£34,456	3	-£227,434
2 - 3 Months	10	£2,726	1	£7,444	-9	£4,718
3 - 12 Months	36	£109,926	25	£71,634	-11	-£38,292
Over 1 year	8	£10,909	10	£12,275	2	£1,366
Total	74	£966,992	52	£214,107	-22	-£752,885

Summary of Activities

September 2020		
Summary of Movements	No	Amount £
Number of Invoices Paid	(22)	(321,130)

New Invoices Raised	19	88,297
Credit Notes Issued	(5)	(32,475)
Debts Written Off	0	0



8.2 The older debts relate mainly to training courses and payment is actively being pursued.

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 Q2 is £1.2m, offset by a 19/20 accrual of £0.3m, resulting in net expenditure of £0.9m. 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 £1.8m; £0.3m 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.

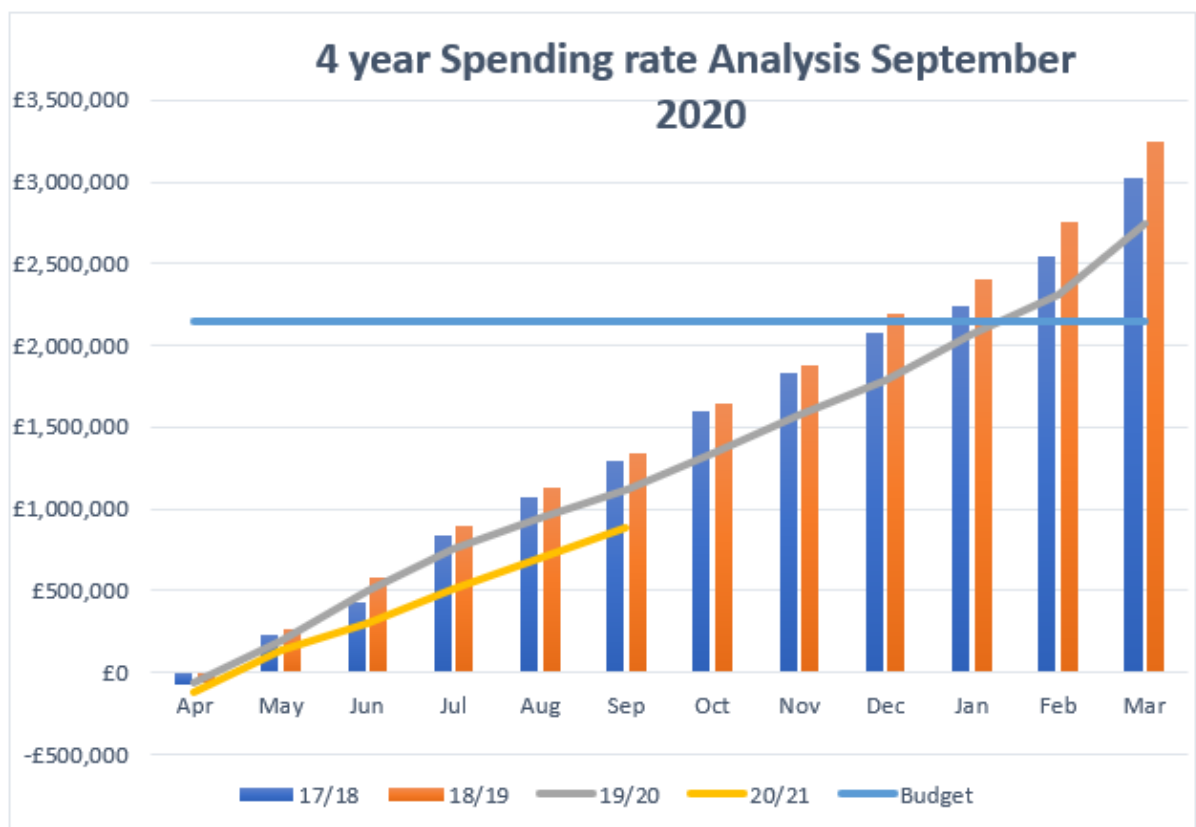
9.4 The main reasons for claiming overtime are:

- Covering for vacant posts (backfilling / Business as Usual)
- COVID19
- Black Lives Matters Protests
- Bank of England armed escorts (funded by the Bank)

- Violent Crime Operations with MET and BTP
- Op Uranium¹

9.5 The largest spending Directorate is UPD, with 48% 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 4 years, which projects a year-end reduction in the current financial year compared to previous years.



10 Coronavirus (COVID-19)

10.1 COVID-19 has had an impact since the start of the pandemic in mid-March 2020. In Q2, the financial impact of COVID-19 totals £0.83m, which includes on overtime (£148,000), loss of income from the Economic Crime Academy (£264,000), additional spend on IT to allow home working (£172,000), cleaning and various health and safety measures (£242,000). COVID-19 related expenditure is currently reducing month on month, and the position will be closely monitored for the rest of the financial year, and the majority of costs will be recovered from Home Office claims.

¹ Op Uranium- targeting Courier Fraud

- 10.2 The combination of monthly expenditure and loss of income is summarised in Table 10 below, showing total additional COVID related pressure of £825,751 to the end of Q2.

Table 10

	COVID-19 Spend to date £
Mar	298,378
April	139,708
May	95,295
June	97,463
July	8,646
August	54,330
September	131,931
Total	825,751

- 10.3 Police Forces in the UK were provided with an additional Home Office ring-fenced grant as an 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 up to the end of September 2020. CoLP has claimed £0.33m against COVID-19 related expenditure of £0.8m 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	(0.2)	0.2	0.0
POCA	(1.4)	0.5	(0.9)
Action Fraud	(2.7)	2.7	0.0
Transformational Funding	(0.1)	0.1	0.0
Total	(4.4)	3.0	(1.4)

- 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.

- 11.3 The Proceeds of Crime Act (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 over the next two years to fund the £4.1m additional costs of the new Fraud and Cyber Crime Reporting project. This is an increase of £0.3m from that previously reported due to the procurement costs, licence fees and system enhancement costs.

12 Risk Management

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

Risk	Impact	Mitigation
COVID19	Overtime / Increased crime / delays in recruitment / holding high level of vacancies / sickness absence	Government funding is available to off-set some costs, £0.3m has been claimed to date
Loss of Grants and Income	TfL Grant – 2 quarters = £1.0m International training - £0.4m Economic Crime Academy - £0.6m CT Grant may be at risk for future years	Two quarters received, assume receipt of Q3 and Q4 at this stage Government income recovery scheme – application made for 4 months @ £150,000, total claim for the year may increase to £450,000
Action Fraud	Outcome of dispute / additional costs / insufficient budget underspend to cover all costs	Work in progress, it is anticipated that costs can be covered within existing budgets
Major incidents	Early engagement with the Home Office to ensure opportunities for cost recovery are maximised.	No issues to mitigate
Crime Performance / Safety issues	All such issues will be reported to Members	No issues to mitigate
Vacancy factor	The vacancy factor is reviewed and revised throughout the year. All recruitment is approved by the Strategic Workforce Planning.	An ambitious recruitment programme is underway, and it is anticipated that we will be at full establishment by the end of the 2020/21 financial year.
Overtime budget	Enhanced controls have been introduced to manage the overtime budget	Overtime is currently contained within the reduced budget
Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, currently £1.5m for Officers and £0.09m for staff,	No issues to mitigate

	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	Agency costs are currently contained within the budget
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.	Progress to date has been slow, a further update will be available in the Q3 report
Events policing	Finance Business Partners will work closely with services to ensure chargeable events policing is captured in a timely manner and recharged accordingly.	No issues to mitigate
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.	No issues to mitigate

Appendix 1

The position for capital schemes in shown below.

CoLP Capital Programme 2020-24	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
IT Related											
PowerBI self-service data analytics tool	Purchase orders awaiting approval. Risk of slippage in to the 2021/22 Financial Year	84	-	-	0.0	0.0	84.0	84.0	0.0	84.0	0.0
NHS Custody link	Purchase orders awaiting approval. Risk of slippage in to the 2021/22 Financial Year	30	-	-	0.0	15.0	15.0	30.0	0.0	30.0	0.0
Chronicle system – PIP module	Purchased Order approved and spend is expected by the end of this financial year	40	-	-	0.0	40.0	0.0	40.0	0.0	40.0	0.0

CoLP Capital Programme 2020-24	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
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	15.0	285.0	300.0	0.0	300.0	0.0
IT Modernisation	Three year Programme, as Projects are brought onboard, they will be shown individually - there is no overall Programme manager for forecasting.	6,425	-	-	1.6	0.0	998.4	1,000.0	4,750.0	5,750.0	(675.0)
Oracle 12.2 platform upgrade	Orders placed, progressing alongside the HRi integrated project. The majority of the work is expected to be complete by the end of the 2020/21 financial year, with the remainder likely to be in 2021/22 and a small amount in the following year	408	-	-	149.7	0.0	154.3	304.0	104.4	408.4	0.0

CoLP Capital Programme 2020-24	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Custody CCTV Upgrade	Gateway 2 Report to be considered in November 2020 for orders of £140k .	176	-	-	0.0	0.0	140.0	140.0	36.0	176.0	0.0
AV Refresh	Covid 19 working situation has enabled a rethink of how best to do this	136	-	-	0.0	0.0	135.5	135.5	0.0	135.5	0.0
GIS Upgrade	Preparatory work is being undertaken	150	-	-	0.0	0.0	150.0	150.0	0.0	150.0	0.0
Covert Camera System	Currently with Procurement, obtaining quotes for required work	155	-	-	0.0	0.0	155.0	155.0	0.0	155.0	0.0
Body Worn Camera	Gateway Report for investigative work approved, £15k budget allocated so far. PAB 22/6; Project Sub 25/6. Orders are expected to be placed in 2021/22 financial year	459	-	-	1.6	0.0	0.0	1.6	457.8	459.4	0.0

CoLP Capital Programme 2020-24	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
Equipment											
Tactical Illuminators	Initial purchases were made in 19/20 as a matter of urgency, this now moved to future years	76	0	0	0	0	0	0	76	76	0
Positive Lock Baton	Investigatory work on requirements being undertaken. Purchase orders are expected in Q3 depending on approval.	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

CoLP Capital Programme 2020-24	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
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	0.0	169.7	145.0	2,443.2	2,757.9	6,259.2	9,017.1	(675.0)

Pre 2020/21 Capital Programme	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
Airwaves	To date gateway process has allocated £215k. A Gateway 5 report is in preparation and orders expected following approval	1,250.0	25.2	0.0	142.0	878.7		1,020.7	204.1	1,250.0	0.0
Digital Interview Recording System	£375k Project is progressing, £254k has been allocated through the gateway process.	375.0	0.0	0.0	0.0	250.0	125.0	375.0	0.0	375.0	0.0
HR integrated	Project is progressing, it has now been combined with the oracle upgrade project approved in 20/21	425.5	259.4	0.4	16.2	84.4	64.5	165.5	0.6	425.4	(0.0)

Pre 2020/21 Capital Programme	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
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.	1,908.8	12.9	0.0	159.0	216.3	1,520.6	1,895.9	(0.0)	1,908.8	(0.0)
Ring of Steel	The programme is practically complete and the closure report will be prepared and submitted.	2,898.9	2,566.8	2.9	18.8	0.0	310.5	332.1	0.0	2,898.9	0.0
Emergency Services Mobile Communications Programme (ESMCP)	This relates to preparatory work in readiness for the delayed National Programme – further work is required and the	1,821.4	1,430.5	0.0	13.4	8.2	369.3	390.8	0.0	1,821.4	0.0

	budget will be spent.										
Pre 2020/21 Capital Programme	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Accommodation - Decant and preparation for Fleet House and other changes to Police Accommodation	Progress and spend is reported to Capital Buildings Committee.	13,907.6	8,251.6	155.9	0.0	389.5	3,609.5	4,154.9	1,269.0	13,675.5	(232.1)
IT Modernisation/Telephony etc.	CoL IT managed projects	6,328.6	2,015.8	1,045.9	1,363.6	0.0	2,578.4	4,987.9	(0.0)	7,003.6	675.0
Total Pre 20/21 Cap Prog		28,915.8	14,562.3	1,205.0	1,713.0	1,827.1	8,577.7	13,322.8	1,473.6	29,358.7	442.8
Total Capital		38,608.0	14,562.3	1,205.0	1,882.6	1,972.1	11,020.9	16,080.7	7,732.8	38,375.8	(232.1)

Pre 2020/21 Capital Programme	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
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

Committee(s): Police Performance and Resource Management Committee	Date(s): 11 th November 2020
Subject: Policing Plan 2020-23- Performance against measures for end Q2 for the year 2020-21	Public
Report of: Commissioner of Police Pol 77-20	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 Q2 period 1st July 2020 to 30th September 2020.





The Force reported on performance against the first quarter at the meeting of this Committee held on 16th October 2020, due to the re-arrangement of meeting dates by Members Services. That report was therefore presented later than usual and so the Q2 report is now presented closely following the Q1 report.

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 Q2 is shown below. However, it should be noted that it is mainly due to the adverse impacts of Covid-19 restrictions and reduced footfall in the City of London that the measures are assessed as shown.

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

PRIORITY: COUNTER TERRORISM: Q1 Assessed as CLOSE MONITORING					
MEASURE	1 st Quarter 2020-21	2 nd Quarter 2020-21	3 rd Quarter 2020-21	4 th 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	REPORTED ANNUALLY as part of Community Survey			
Measure 2- An increased percentage of Project Servator stops that result in a positive outcome: -	SATISFACTORY	REQUIRES ACTION			

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 ACTION	REQUIRES ACTION			
PRIORITY: FRAUD: Q1 Assessed as CLOSE MONITORING					
Measure 1- Resources are targeted at the highest harm threats	SATISFACTORY	SATISFACTORY			
Measure 2- An increased number of Fraud disruptions	CLOSE MONITORING	REQUIRES ACTION			
Measure 3- A reduction in the number of repeat victims of Fraud	REPORTING PROCESS STILL IN DEVELOPMENT	SATISFACTORY			
Measure 4- An increased level of satisfaction and confidence with the force's response to victims of fraud	SATISFACTORY	SATISFACTORY			
PRIORITY: Q1 Violent and Acquisitive Crime: Assessed as SATISFACTORY					
Measure 1- A reduction in number of victim-based violent crimes.	SATISFACTORY	SATISFACTORY			
Measure 2- A reduction in number of victim-based acquisitive crimes	SATISFACTORY	SATISFACTORY			
Measure 3- A reduction in the re-offending rate of people committing violent and acquisitive crime	SATISFACTORY	SATISFACTORY			
Measure 4- An increase in the percentage of people satisfied that they have received a professional service following reporting a crime	NO DATA Contract for collection starts November 2020	NO DATA Contract for collection starts November 2020			
PRIORITY: Q1 Serious Organised Crime: Assessed as CLOSE MONITORING					
Measure 1- An increase in the number of organised crime groups disrupted	REQUIRES ACTION	REQUIRES ACTION			
Measure 2- A reduction in the percentage of people who are surveyed who consider drugs a problem in the City of London	REPORTED ANNUALLY as part of Community Survey	REPORTED ANNUALLY as part of Community Survey			

Measure 3- a reduction in the number of cyber enabled crimes	SATISFACTORY	SATISFACTORY			
Measure 4- Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children	SATISFACTORY	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	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	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	SATISFACTORY			
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	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 2 to the end of September 2020. Supporting data is contained within Appendix A.
2. For the Force Performance Management Group (PMG), measures are graded around whether performance is 'Satisfactory', requires 'Close Monitoring' or 'Requires Action'. As requested at the Performance and Resource Management Committee meeting in May 2017 the report to your Committee continues to reflect the grading reported at the Force PMG and the summary table will show the trend from the previous quarter over a rolling 4 quarter period for the New Plan as it progresses.
3. The definitions for Satisfactory, Close Monitoring and Requires action are defined for each measure so that a consistent approach for grading can be undertaken. The assessment criteria for each measure reported as Close Monitoring or Requires Action is found within Appendix A.

Position at end of Q2

4. 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 on Crime levels. As aforementioned this has had an adverse impact on some of the Policing Plan measures as reported to the October meeting as part of the 1st quarter update. This report provides details on **performance against the Policing Plan measures 2020-21 for Q2**.

PRIORITY: Counter Terrorism: Assessed as Requires Action

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 **Requires Action**. Although the impact of Covid-19 and reduced footfall/ traffic in the City has reduced Project Servator activity this year so far, the percentage of stops that have a positive outcome is reported as 59% for the year to date, compared to the baseline of 66%. The Servator team has now expanded with new officers joining who undertook their training in August and are still learning the Servator suite of tactics. It is therefore expected that the application of the Stop & Search tactics will improve in year as the teams gain experience. The Force is still above the national average of 35% in positive outcomes when applying Stop & Search as part of Servator tactics.

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**. Again this is due to the decrease in reports as a result of reduced footfall in the City. An improvement in numbers was seen in September but as London has now entered a Tier 2 Covid-19 level restrictions, the Force expects this measure to continue to be adversely affected going forward as the footfall in the City remains at a reduced level.

PRIORITY: Fraud: Assessed as Close Monitoring

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 **Requires Action**. The number and value of disruptions is currently down on last year.
3. A reduction in the number of repeat victims of fraud:
This measure is reflected as **Satisfactory** with data available until the end of August 2020.
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 **Satisfactory** as rate has reduced from the baseline set in 2019/20. Currently the amount of crime committed by repeat offenders is 4% down from 5% the previous year.
4. An increase in the percentage of people satisfied that they have received a professional service following reporting a crime. The new contract to gather victim satisfaction data goes live in November, once results are received from the survey company the Force will report on this measure.

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 Covid-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 **Satisfactory** for this period as there is an increase in positive outcomes compared to last year. Currently the Force is recording a positive outcome rate of 29% compared to 23% set in the previous 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:

5. A number of indicators have been impacted by the Covid-19 Pandemic over the course of this year so far as a result of the impact of the pandemic, 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 and traffic, closure and/ or post lockdown, subsequent restricted opening hours 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 and post lockdown restrictions. These indicators are:

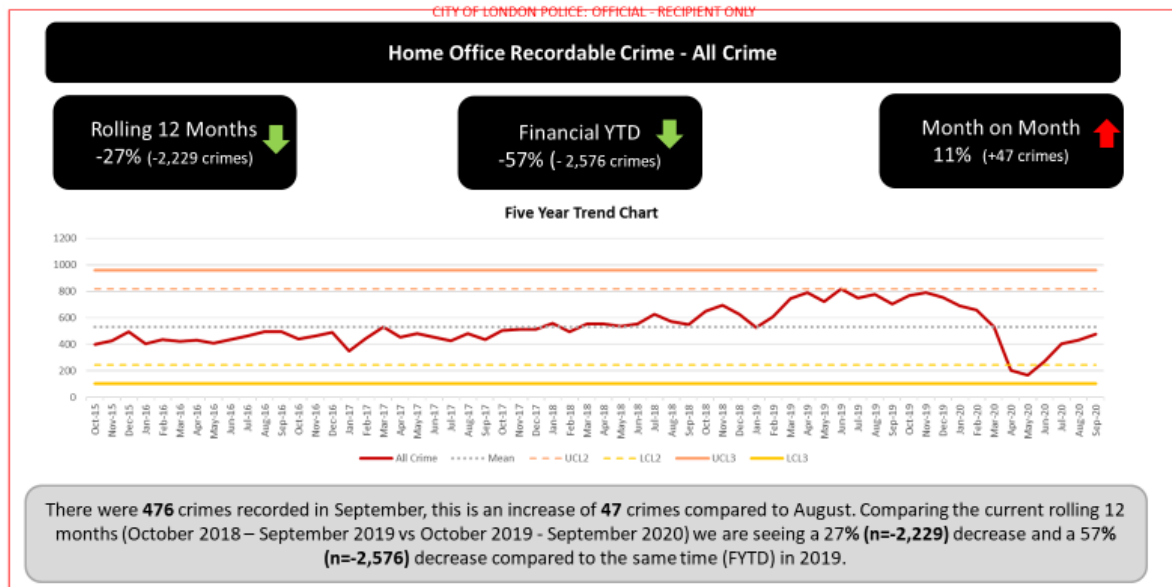
- **An increased percentage of Project Servator stops that result in a positive outcome:** Reported as requires action mainly due to decreased footfall and traffic in the City, thereby reducing opportunities for using Servator tactics.
 - **An increased number of hostile reconnaissance reports received 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 in the UK as a result of Covid-19. This quarter's assessment is mainly due to the continued low footfall and limited opening hours of licensed premises during Q2.
 - **A reduction in number of victim-based acquisitive crimes:** Reported as satisfactory reflecting the decrease in overall crime in the UK as a result of Covid-19. This quarter's assessment is mainly due to the continued low footfall in the City post lockdown in Q2.
 - **An increase in the number of organised crime groups disrupted:** Reported as requires action. One of the biggest operations run was targeting OCGs involved in bag thefts from licenced premises. Due to the opening restrictions and the limited number of licensed premises being open in Q2 along with the lack of footfall numbers, this type of theft has vastly reduced. Operational activity has also decreased in relation to it as a consequence. The number of offences under this operation are still low, at less than one a day.
6. Supporting information for those measures assessed as either 'Close Monitoring' or 'Requires Action' is attached at Appendix A.

Community Survey:

7. The Community Survey was undertaken during September. The online survey was live from 1st September – 30th September to collect community views to help gauge public perception on Force performance and to gather information to develop Force priorities for 2021-22. Due to Covid-19 social distancing limitations a decision was made to undertake the survey online only this year and forego the street survey collection method, which historically has collected 500 responses. Our approach this year was focused on targeting City residents, with the survey company writing to all residents within the City providing a URL to the Force and encouraging participation in the survey. This was run in line with a Force social media campaign to promote the survey.

8. The Force now awaits the full survey results report and initial indication is that there were 580 responses to the survey with around 460 provided by City residents.

All Crime at end of Q2- 5 Year Trend



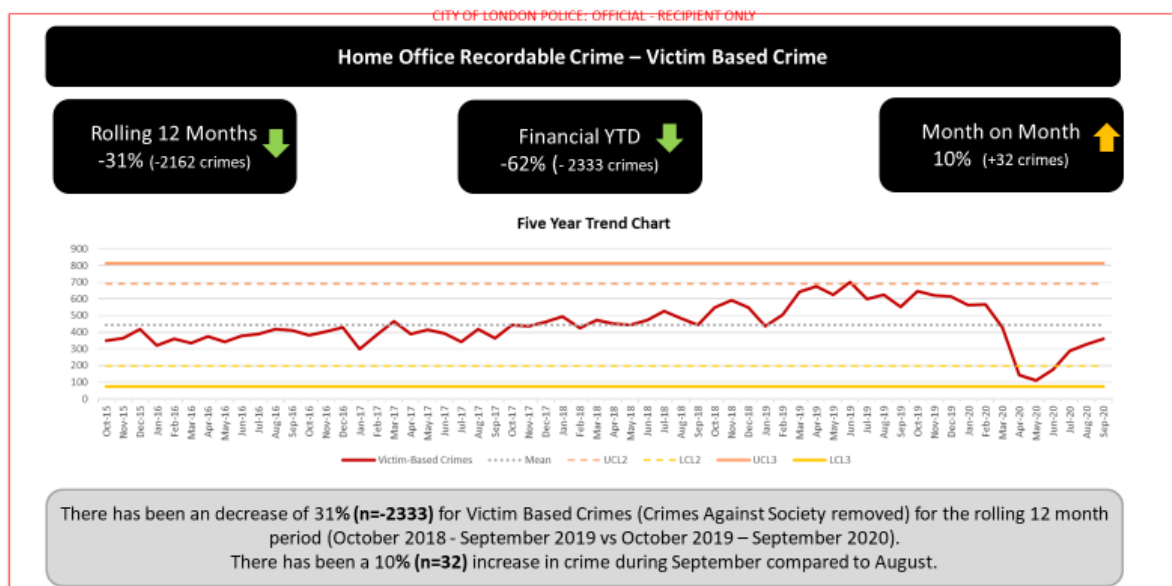
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CITY OF LONDON POLICE: OFFICIAL - RECIPIENT ONLY



1

Victim based Crime end Q2- 5 Year Trend



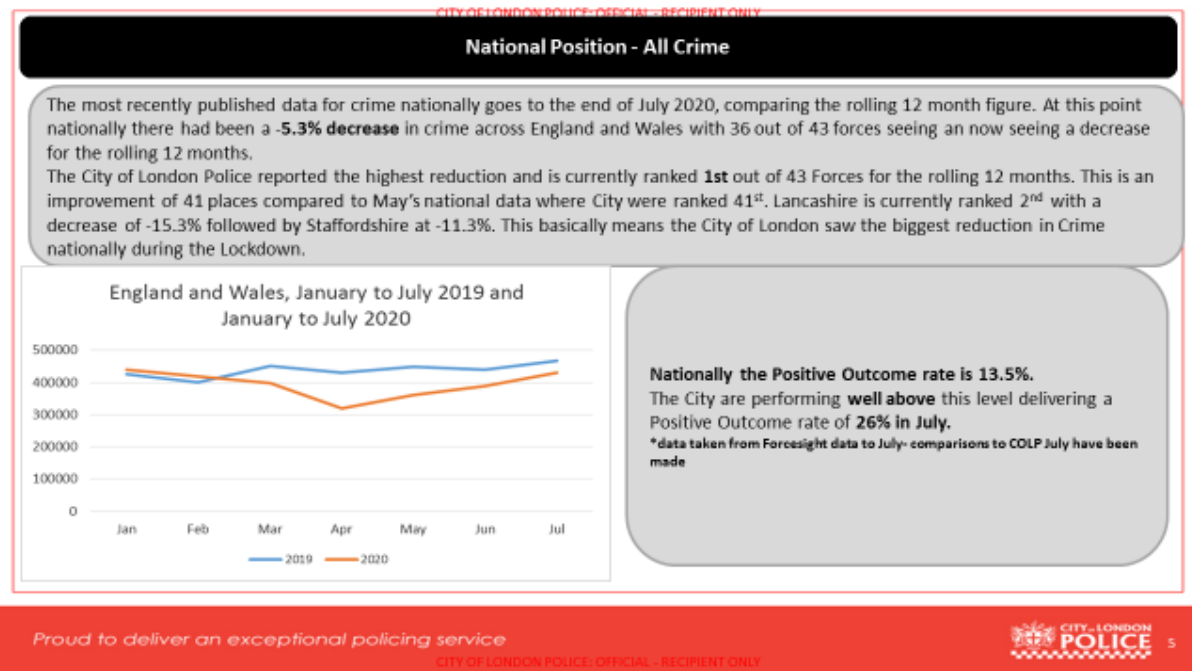
Proud to deliver an exceptional policing service

CITY OF LONDON POLICE: OFFICIAL - RECIPIENT ONLY



2

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



Appendices

- **Appendix A-** Data supporting current assessment for Policing Plan Measures 2020-21 for those assessed as 'Close Monitoring' and 'Requires Action'.

Appendix A

PERFROMANCE SUMMARY at end of Q2 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	REQUIRES ACTION		
FRAUD	SATISFACTORY	CLOSE MONITORING		
VIOLENT & ACQUISITIVE CRIME	SATISFACTORY	SATISFACTORY		
SERIOUS ORGANISED CRIME	CLOSE MONITORING	CLOSE MONITORING		
NEIGHBOURHOOD POLICING	CLOSE MONITORING	SATISFACTORY		

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.

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PRIORITY: COUNTERING TERRORISM		Assessment	REQUIRES ACTION										
Measure of Success	An increased percentage of Project Servator stops that result in a positive outcome												
AIM/RATIONALE	Project Servator is a suite of tactics employed by the Force to counter terrorist related activity. Part of the success of these tactics is the training of officers to recognise behaviour and target stop and search to individuals exhibiting behavioural traits that draw their attention. The Force aims to improve on the success of the training and deployment of project Servator trained officers and a measure of this success will be the increase in positive outcomes from the stopping and searching of individuals that draw attention to themselves through behavioural profiling.												
Reason for Assessment	SATISFACTORY: An increase in the percentage of positive outcomes from the level achieved in 2019/20. CLOSE MONITORING: The positive outcome level is within 5% of the level achieved in 2019/20. REQUIRES ACTION: Positive outcomes are more than 5% less than the level achieved in 2019/20												
Current Position													
	PROJECT SERVATOR STATS 2019/20												
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Stop and Search	5	5	4	1	8	4	0	4	16	7	7	5
	Positive Stop & Searches	3	4	3	1	7	4	0	3	5	4	6	4
	Arrests	3	3	3	4	8	4	1	3	10	4	6	8
	Percentage of Stop & Searches that were positive	60%	80%	75%	100%	88%	100%	N/A	75%	31%	57%	86%	80%
	PROJECT SERVATOR STATS 2020/21												
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	Stop and Search	N/A	0	2	23	13	23						
	Positive Stop & Searches	N/A	0	2	15	11	12						
	Arrests	N/A	0	2	13	10	11						
	Percentage of Stop & Searches that were positive	N/A	N/A	100%	65%	85%	52%						

Project Servator resumed as of Monday the 11th of May. Due to the UK wide lockdown there has been a lower footfall within the City compared to usual.

Project Servator utilises a suite of tactics with Stop & Search being the final resolution of a number of engagement activities. Before a Stop & Search is conducted an officer will undertake a Resolution Conversation as part of the tactics utilised to ascertain if a Stop & search will be required, the number of these conversations undertaken each month is as follows:

April: 0
May: 104
June: 66
July: 210
August: 219
September: 201

Therefore, although no Stop & Searches were undertaken in May officers undertook 104 conversations with individuals. Overall, out of 800 resolution conversations officers only felt the grounds to implement a Stop & Search on 61 occasions and of these 36 were positive. Overall, this is a positive outcome percentage of 59%.

The positive Stop & Search rate for 2019/20 was 67%, out of 66 Stop and Searches 44 were positive.

A good example of how the Servator Tactics can link with other Force departments occurred in September:

On Mon 28th Sept the Force stopped a Skoda Octavia on the Aldgate entry point as driver and front seat passenger were acting nervously as they approached the check point. Upon stopping officers established grounds to search under S23. No drugs were located on the persons, however specialist dog unit then searched the vehicle. The officers found cannabis in the vehicle and the search dog kept indicating at the front console. Officer checked the void by taking out part of the central console and the following was located:

Crowbar
Extendable baton
Ammonia in a bottle
A glass breaking tool
2 black balaclavas'
2 sets of black gloves

Officers also found the vehicle to have a set of blue lights in the front grille similar to those used by Police. Enquiries were made to Essex police, who assisted with the s18 address searches and established there could be a link to carjacking and robberies in the Essex area.

All 3 males were arrested for:

Conspiracy to steal

Off- Weapons

Going Equipped

Possession of Class B

S18's address searches recovered further drug related items and mobile phones. The job also linked to an office in the City where expensive watches are sold. Support Group had attended a call there due to an alarm being activated and had linked the premises to what could be gang related activity. They checked to see if there was a link to this stop and it was established that the 3 suspects had just come from this office and all 3 had expensive Rolex watches which were seized. All 3 suspects were interviewed by CID and released under investigation. This is an excellent example of good joint working between Servator officers, Dog Section, Support Group, CID and response who assisted with the s18 searches. Enquiries continue.

August

A total of 5 reports were submitted during August, a decrease of 2 when compared to the previous month. In the areas of 85 Gracechurch Street, o/s Royal Courts of Justice, Guildhall Yard, Leadenhall Street/Lime Street and Coleman Street.

September

Total number of Op Lightning reports submitted to CoLP SB during September was 8. However, three of these were reports relating to Urban Explorer activity which all took place on the same day at different City locations but had listed the same suspects in each report.

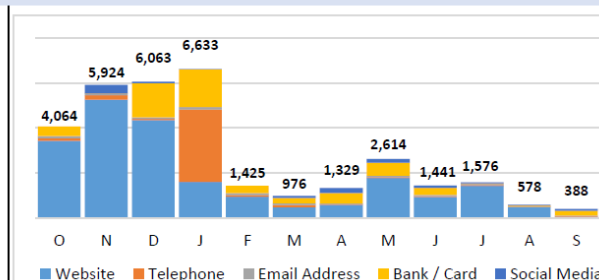
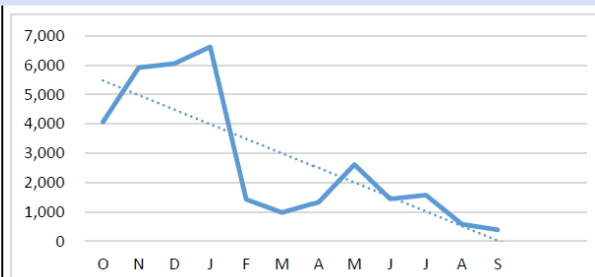
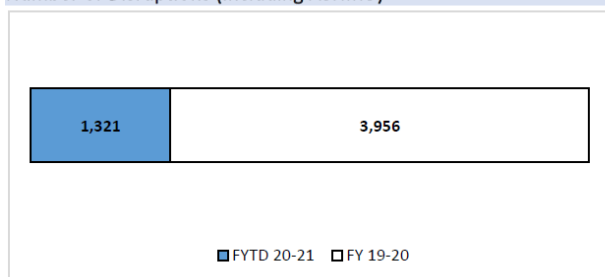
September's total is a slight increase when compared to the previous month (August 2020 x 5 reports) but is lower than the average September total over the past five years which stands at 11.

Seven of the eight reports in September 2020 had been submitted by ACT trained security personnel, one was submitted by CoLP police officers. Aside from the three reports listing behaviour associated with Urban Explorers, two reports had listed individuals taking photographs, two reports had listed individuals engaged in general suspicious behaviour and one report had listed an individual filming. Repeat locations featured in reports during September were the Old Bailey (x 2 reports) and the Leadenhall building (x 2 reports). Other locations featured in reporting included a construction site by Blackfriars Bridge, in the area of London Wall, the area of Lime Street and at premises in Lower Thames Walk.

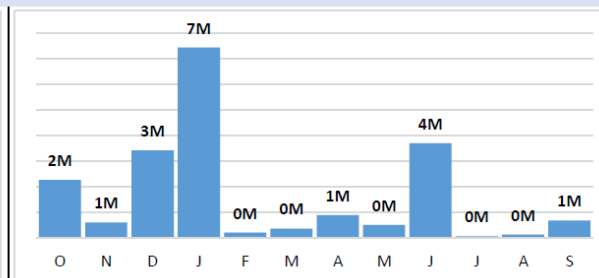
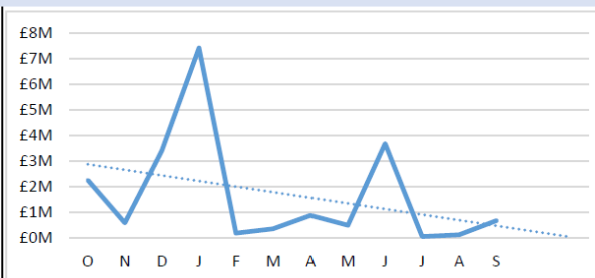
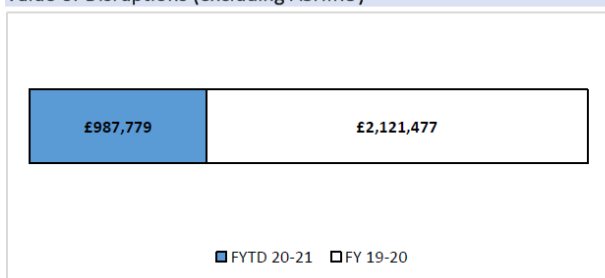
PRIORITY: FRAUD		Assessment	REQUIRES ACTION
Measure of Success	An increased number of fraud disruptions		
AIM/RATIONALE	Disruption the perpetrators of fraud makes it harder for individuals and groups to commit and profit from their crimes. The number of successful disruptions illustrates the effectiveness 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

Number of Disruptions (including ASHIKO)



Value of Disruptions (excluding ASHIKO)



It should be noted that Police intellectual property crime unit run a disruptions operation(ASHIKO), this is reported one month in arrears so at the end of September the disruption data for August will be updated with the statistics for this Operation and the number of disruptions will likely increase.

Because Ashiko values are an estimate between a high and low figure and are calculated in a different way to the other departments, the 'value of disruptions' does not include Ashiko. Therefore, there will be no increase in the value of disruptions when these figures are added to the statistics next month.

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

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

Covid-19 impacted upon policing and priorities changed. Impact upon the progression of investigations.

- One Major disruption has been submitted in Q2 but occurred in Q4 FY 2019/20-
- Two of the three biggest contributors to disruptions by volume are now closed owing to executive action taken and arrests made.
- . The other focussed on organised bag thefts dropped to 0 or near 0 between Apr-Jun due to closure of pub/bars and offences cannot be committed by offenders. Offences have increased to one every 2 days in July-August and again in September to under one offence a day.

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Committee(s): Police: Performance and Resources Management Committee	Date(s): 11 th November 2020
Subject: HMICFRS Inspection Update	Public
Report of: Commissioner of Police Pol 77-20	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 your Performance and Resources Management Committee held on the 16th October 2020, in response to reports published by HMICFRS. An overview of the inspection programme is detailed in this report and progress against both existing and new recommendations received is provided for Members' information in Appendix A.

Reports published

No new reports have been published in the last period.

Inspections undertaken since last report

No new inspections have taken place.

Inspections Due

HMICFRS are conducting an inspection "The policing response to COVID-19". City of London Police is not being visited but has made documentary submissions to HMICFRS as requested.

Reports Due for Publication

No new force level reports are due.

HMICFRS Recommendations Overview

This report details progress against the recommendations from all live inspection action plans, summarised in the table below and detailed fully within Appendix A. There are currently 23 outstanding recommendations.

There are 2 new greens to report, demonstrating progress since your October 2020 Performance and Resources Management Committee.

HMICFRS Report title	Number of open recommendations/areas for improvement and status			
	Previous report to your Performance and Resources committee [October 2020]		Current report to your committee	
	National report	Force report	National report	Force report
<u>New Reports</u>				
No new reports have been published.				
<u>Previous Reports</u>				

	National report	Force report	National report	Force report
Roads Policing – Not Optional	2 NEW GREEN 6 AMBER 1 CLOSED		1 NEW GREEN 5 AMBER	
Child Protection – City of London Police		4 NEW GREEN 1 AMBER 1 RED		1 NEW GREEN 1 AMBER
National Child Protection Inspections: 2019	2 AMBER		2 AMBER	
Cyber: Keep the light on	1 NEW GREEN 1 AMBER 1 WHITE [since the force has become NPCC lead]		1 WHITE [Home Office lead] 1 WHITE [for the force]	
Shining a light on betrayal: Abuse of position for a sexual purpose	1 AMBER		1 AMBER	
Crime Data Integrity inspection 2019		1 AMBER 1 RED		2 AMBER
The Poor Relation - The police and CPS response to crimes against older people	1 NEW GREEN 1 AMBER		1 AMBER	
PEEL 2018/2019		1 NEW GREEN 2 AMBER		2 AMBER

Fraud: Time to Choose		1 AMBER		1 AMBER
Report on an unannounced inspection visit to police custody suites – City of London Police		5 NEW GREEN 3 AMBER		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 WHITE		1 AMBER	
PEEL: Police Effectiveness 2017 – National	1 WHITE		1 WHITE	
Recommendation Summary	Previous report to your Performance and Resources committee [October 2020]		Current report to your committee	
	National report	Force report	National report	Force report
New reports	1	1	0	0
New Green	2	4	0	0
Amber	6	1	0	0
Red	0	1	0	0
White	0	0	0	0
Closed	1	0	0	0
Sub-total – New Reports	9	6	0	0
Previous reports				
NEW Green	8	6	1	1
Amber	5	7	10	9
Red	0	1	0	0
White	4	0	4	0
Closed [action not for force]	0	0	0	0
Sub- Total – Previous Reports	17	14	15	10
Total Prior Report Amber/Red/White Recommendations	15	10	14	9
	25		23	

Recommendation

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

Main Report

Background

1. This report provides Members with an overview of the City of London Police response to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) continuing programme of inspections and published reports. Since the last report to your Performance and Resources Management Committee on the 16th October 2020 there have been no new reports published by HMICFRS 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. None. Action plan progress is reported in Appendix A.

Inspections undertaken since the last report

3. No new inspections have taken place.

Inspections Due

4. HMICFRS are progressing their inspection "The policing response to COVID-19". Since the documentary submissions by the Force no further contact is anticipated; the Force has been risk assessed out for any further work.

HMICFRS anticipate sharing early findings with forces ahead of a published report in early 2021, although the date has not been given.

Reports Due

5. No new force level reports are due.

Current status of HMICFRS Recommendations

6. A total of 13 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 23 outstanding recommendations [14 national and 9 force].
9. There are 2 new greens to report [1 national and 1 force].

Current Status of HMIC Recommendations Summary

Recommendation Summary	Previous report to your Performance and Resources committee October 2020]	Current report to your Board
NEW Green	20	2
Amber	19	19
Red	2	0
White	4	4
Closed	1	0
Total Amber/Red/White Recommendations	25	23

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.

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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

Annual report HMICFRS

Published 15th July 2020

There are 9 recommendations for the force, 3 are completed, 1 closed [not applicable] and 5 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	<u>Recommendation</u> With immediate effect, chief constables should make sure: <ul style="list-style-type: none"> [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 	AMBER	September 2020 for an initial position November 2020 for review and reinstatement of the RDR	<u>[bullet 1] analytical capability</u> Sustained analytical support has been an issue for the Roads Policing unit. The Force Intelligence Bureau, who provide this support is aware of the issue and has produced a dashboard which it intends to produce on a quarterly basis. This remains under review to ensure the dashboard is maintained.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> [3]there is evaluation of road safety initiatives to establish their effectiveness. 		Partnership by the CoL	<p>The City of London Corporation has no analytical capability within the DBE to support the Road Danger and Active Travel Plan reporting.</p> <p>The Road Danger Reduction Partnership [RDRP] meetings, led by the CoL have been suspended and are currently not scheduled to restart.</p> <p><u>[bullet 2] Information shared</u></p> <p>Dashboards produced will be shared with the Strategic Transportation Lead at CoL. A meeting is to be arranged to understand the CoL data and analytical requirements.</p> <p><u>[bullet 3] evaluation of road safety initiatives</u></p> <p>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.</p> <p>However, the expectation is very much that City of London Police provide the analysis for the City of London to use.</p> <p>This issue needs to be considered by the RDRP once the meetings restart.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<u>Recommendation</u> 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 [subject to review]	The force has reviewed Department of Transport Circular 1/2007 and its requirements and determined that this needs to be considered by the RDR partnership. Compliance with the circular extends beyond the remit of the force and it cannot lead. The force is keen for the RDR partnership [led by CoL] to be restarted so this can be taken forward.
11	<u>Recommendation</u> 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: <ul style="list-style-type: none"> • 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
12	<u>Recommendation</u> 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.	NEW GREEN	August 2020 for initial response October 2020 for the review	TRIM [Trauma Risk Management] process has been reviewed; the SOP is current and would include those officers involved in the family liaison and investigation of fatal Road Traffic Collisions. TRIM would provide for appropriate support for these officers.

Recommendations & Areas for Improvement		Status	Due Date	Comment
14	<p><u>Area for Improvement</u></p> <p>Force-level support to national roads policing operations and intelligence structure is an area for improvement.</p>	AMBER	<p>September 2020</p> <p>Extended to January 2021 pending future regional and national meetings taking place]</p>	<p>The responses below are provided within the context of this area for improvement within the HMICFRS report:</p> <p>The force engages in national campaigns.</p> <p>National and Regional levels meeting were attended by Inspector [Roads Policing]; future representation will be additionally at Superintendent level.</p> <p>The force does provide data to the national roads policing operations and intelligence unit.</p> <p>This action is held at amber pending Superintendent level representation at national and regional meetings – none have been scheduled.</p>
15	<p><u>Area for Improvement</u></p> <p>The efficient and effective exchange of all collision data with other relevant bodies is an area for improvement.</p>	AMBER	<p>September 2020 [subject to review]</p> <p>Now November 2020 [subject to input from CoL]</p>	<p>The responses below are provided within the context of this area for improvement within the HMICFRS report:</p> <p>As described previously, data collation and analysis, evaluation and effectiveness of the Road Danger Reduction Partnership needs to improve. However the force does use the Crash system to report to DfT and TfL, although with the caveat of data accuracy.</p> <p>Analyst support is essential to achieving this.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Progress is linked to 6 above; deadlines have therefore been aligned. A meeting is being scheduled to understand the CoL data requirements.
16	<u>Area for Improvement</u> 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

HMICFRS force report

Published 10th July 2020

There are 6 recommendations for the force, 5 are complete and 1 are in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<u>Recommendation</u> We recommend that, within three months, City of London Police should review its systems and practice to ensure that: <ul style="list-style-type: none"> [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	<u>Bullet 1</u> 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.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>These checks would also include specific police databases for violent and sexual offenders.</p> <p><u>Bullet 2</u> New onscreen messaging is being developed within the control system based on the THRIVE + model. The Public Protection Unit is involved to ensure officers are prompted with best practice [including Body worn video, vulnerability and voice of the child].</p> <p>[2.1 – 2.12]</p>
	<p><u>Recommendation</u> 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:</p> <ul style="list-style-type: none"> • [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. 	NEW GREEN	September 2020	<p><u>Bullet 1, 2 and 3</u> 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.</p> <p>The MOSOVO [Management of Violence/Sexual Offenders] SOP has been reviews, updated and published to include City specific processes, reporting and supervision.</p> <p>A verbal update was provided to Committee October 2020.</p> <p>[7.1 -7.4]</p>

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.

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Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p><u>Recommendation</u></p> <p>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.</p>	AMBER	<p>No date set by HMICFRS</p> <p>September 2020 for the review</p> <p>November 2020 to deal with the</p>	<p>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.</p> <p>A report is being prepared for consideration at the Vulnerability Steering Group, this will provide an assessment of the requirement to visit vulnerable detainees [including children] in City of London Police custody. Currently senior officers visit vulnerable detainees in CoLP custody. A vulnerable detainee is determined by the Custody Sergeant at the time they are booked in, or subsequently if determined by other information that comes to light. The senior officer interacts with the detainee with a view to enhance their experience while in custody and to ensure their needs are being</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
			<p>outcomes of the review</p> <p>Now December 2020 to allow for a report to be considered at Vulnerability Steering Group</p>	<p>catered for. This is over and above that which is already in place via the Custody Sergeant, Gaolers, Duty Inspector and City Silver. The Vulnerability Steering Group has commissioned an assessment of the continued necessity for such visits to take place to determine the value and ongoing requirement of such visits.</p> <p>The Vulnerability Steering Group meeting is scheduled of 7th December 2020</p> <p>Deadline rationale: The deadline has been set to December 2020 to allow for the outcome of the report being considered at Vulnerability Steering Group</p>
5	<p><u>Recommendation</u></p> <p>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.</p>	AMBER	<p>No date set by HMICFRS</p> <p>September 2020 for the review</p> <p>November 2020 to deal with the</p>	<p>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.</p> <p>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.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
			<p>outcomes of the review</p> <p>Now December 2020 to allow for a report to be considered at Vulnerability Steering Group</p>	<p>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.</p> <p>Delivery of training to Custody staff is also planned encompassing voice of the child.</p> <p>The deadline has been extended to align with recommendation 3 above and the actions necessary from the review and the outcomes of the report being considered at Vulnerability Steering Group December 2020.</p>

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 [Home Office leads on 1].

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> By 1 November 2020, the Home Office, the Cabinet Office, the National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime, the Director General of the National Crime Agency, and interested parties should revise the current police structure for the response to cyber-dependent crime. In doing so they should consider: <ul style="list-style-type: none"> • 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. 	WHITE	November 2020 Now pending publication of the Mackey Serious and Organised Crime review	Bullets 1 through 4 are 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. The Home Office is the lead for this recommendation.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p><u>Areas for improvement</u></p> <p>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:</p> <ul style="list-style-type: none"> • [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. 	WHITE	<p>No deadline set by HMICFRS</p> <p>November 2020 for an initial position Now pending the publication of the Mackey Serious and Organised Crime review</p>	<p>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. To date progress has been held pending the outcome of the independent serious and organised crime review led by Sir Craig Mackey.</p> <p>Bullet 3 – the use of the weekly lists [completed]. 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.</p> <p>This guidance will be reviewed upon any future standards set by the NPCC lead for Cyber Crime.</p> <p>The performance indicators referred to within the recommendations were set by the National Board Force Specialist Cyber Capability Project Board.</p> <p>Any future plans with regard to bullet 1 and 2 [NPCC lead] will be handled within business as usual.</p>

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	<p><u>Recommendation</u></p> <p>By April 2020, all forces that haven't yet done so should:</p> <ul style="list-style-type: none"> • [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. <p>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.</p>	AMBER	<p>April 2020</p> <p>Now November 2020 [Subject to Co-vid] Aligned to PEEL 2018/2019 AFI 11</p>	GREEN	Bullet 1 - The force is compliant recording corruption based on national corruption categories.
				GREEN	<p>Bullet 2 - The force has produced a current force counter corruption Strategic Threat Assessment and control strategy 2020/21.</p> <p>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.</p>
				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

Recommendations & Areas for Improvement		Status	Due Date	Comment	
					<p>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.</p> <p><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.</p> <p>Roll out was expected by September 2020, however it is understood that this has been delayed and a revised timeline for delivery is being determined.</p>

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
5	<u>Area for Improvement</u> 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. The MINERVA Niche group has also been contacted since most forces have similar issues. 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	<u>Area for Improvement</u> The force should immediately improve its use of cannabis warnings, penalty notices for disorder and community resolutions, to make sure it only issues them in accordance with national guidance.	AMBER	February 2020 Extended to July 2020 but need to be reviewed [Reported to PAB] Extended to September	Audit results have not met the desired standards and further steps are now being taken: <ul style="list-style-type: none"> • The Community Resolution process is being digitised – roll out imminent. • 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

Recommendations & Areas for Improvement		Status	Due Date	Comment
			2020 to ensure improvements are embedded Extended to January 2021	<ul style="list-style-type: none"> The force Corporate Communications department will be engaged to support messaging Digitisation of Cannabis Warnings and PND will be pursued. <p>Initial improvements were observed but not sustained and additional management actions is necessary.</p>

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	<p>Cause of concern Some victims may not be receiving support services, and some support services don't work as well as they could. This is because the police don't always refer victims when they should, support services don't have ready access to police information, and witness care arrangements are sometimes provided separately.</p> <p><u>Recommendation</u> Within six months, chief constables should work with police and crime commissioners and their mayoral equivalents, and</p>	AMBER	<p>January 2020</p> <p>Extended to November 2020 [Previously Reported to PAB]</p>	<p>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 been complied with – findings reported to Force Crime Standards Board.</p> <p>Rationale for deadline extension The force had plans to conduct 'victim journey' workshops which would have contributed as evidence for this. However the initial</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	other relevant organisations, to review whether victim support services can be provided in a better way.		Now extended to January 2021 for review	<p>response to Co-vid has put this work on hold for the time being until a safe way to do this was explored</p> <p>With regard to non-economic crime victims:</p> <p>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.</p> <p><u>Next Steps</u></p> <p>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.</p> <p>Virtual victim journey workshops were to be progressed in October 2020 but have been delayed to allowing for the deployment of new laptops within the force which enable the virtual workshops.</p>

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
	<p><u>Area for Improvement</u></p> <p>The force should implement a process to get feedback from vulnerable victims.</p>	AMBER	<p>December 2019 set to align with the next inspection anticipated early 2020.</p> <p>Reset to June 2020 [Reported to PAB]</p> <p>Extended to November 2020 subject to further review</p>	<p>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 Domestic Abuse Services at Victim Support as indicated that surveying falls outside the scope of this role.</p> <p>This HMICFRS area for improvement seeks Domestic Abuse surveying to be expanded to other vulnerable victims – increasing demand.</p> <p>The way ahead has been discussed with the Corporation 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.</p> <p>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.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<u>Deadline Rationale</u> A revised deadline of November 2020 is set to review the current position and pending a response by victim support.
	<u>Area for Improvement</u> The force should ensure that its counter-corruption unit: <ul style="list-style-type: none"> • has enough capability and capacity to counter corruption effectively and proactively; • 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 [Subject to Co-vid]	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. 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	<p><u>Recommendation</u> By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should publish a timetable for implementing the revised Know Fraud system, making clear which services are to become available at each stage of implementation and thereby enabling forces to make use of each service as early as practicable.</p> <p>The use made of the system by police forces should be monitored and evaluated to identify best practice.</p>	AMBER	<p>September 2019, March 2020</p> <p>Extended to November 2020 [Previously reported to PAB]</p> <p>Now extended to January 2021.</p>	<p>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.</p> <p><u>Next Steps</u> Further communications to Chief Constables are planned as key decisions are made regarding the way ahead. There is also the Next Generation Service Procurement to take into consideration in any future communication.</p> <p><u>Rationale for deadline extension</u> The deadline is extended to enable implementation of decisions made regarding the future delivery of the service. Future communication to Chief Constables is planned.</p>

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
	<p><u>Area for Improvement</u></p> <p>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.</p>	AMBER	<p>December 2019 to align with the HMICFRS return visit</p> <p>Now extended to July 2020, subject to review, to align with Transform</p> <p>Now October 2020 to aligned with Transform subject to review</p> <p>Now March 2021</p>	<p>A process is in place to monitor and review the availability of fully accredited staff.</p> <p>Overtime monitoring has been enhanced and authorisation changed to the Custody Manager from Group Inspectors.</p> <p>Duty planning allocate shifts to resilience officers to ensure they maintain their accreditation.</p> <p>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.</p> <p>Work has been completed to reconcile skills records in the force training records system with a custody training Tracker. This has delivered accurate availability of Custody skills report and facilitates more effective use of Duty Management System for planning purposes.</p> <p>Custody management demand to be feed into the force change programme [Transform].</p> <p>Tasks to be progressed: Transform programme [Custody] – a challenge panel considered a high level proposal in October 2020. This proposal has now progressed to the Force Strategic Management Board for approval on the 3rd November. An implementation plan will be the next step, this is needed to consider a number of operational factors.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Deadline is now March 2021 for review.
	<p><u>Area for Improvement</u></p> <p>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.</p>	AMBER	<p>December 2019 to align with the HMICFRS return visit</p> <p>Extend to November 2020</p>	<p>Van docking arrangements have been formalised.</p> <p>New design guidelines published by Home Office have been fed into the Accommodation Team.</p> <p>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.</p> <p>Tasks to be progressed:</p> <p>Facilities Management met with the contractor on 23rd October 2020 and a date of 24/25th November 2020 has been provisionally scheduled to complete a number of outstanding issues (which it has not proved possible to co-ordinate with other major projects planned) including:</p> <ul style="list-style-type: none"> • Cell buzzer being moved • Hatching works completed • Protective screens being installed • Custody Suite being deep cleaned • Emergency light service • Distribution board checks • Heating and ventilation system checks

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Arrangements are being co-ordinated with BTP as CoLP business continuity; as works will necessitate closure of the Bishopsgate Suite.
	<p><u>Area for Improvement</u></p> <p>Staff should routinely consider, and take any appropriate actions to preserve, detainees' privacy at the booking-in desk.</p>	AMBER	<p>December 2019 to align with the HMICFRS return visit</p> <p>Extended to Nov 2020</p>	<p>A mitigation has been identified [laptops utilised in a private side room] and has been communicated to officers and included within CPD safeguarding and welfare responsibilities.</p> <p>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 for the New Year. New date not yet confirmed but has been followed up by Custody Manager.</p> <p>It is now hoped to co-ordinate these works with those planned for the installation of the new CCTV system in Custody which will necessitate closure of Custody (possibly for 2 weeks) and also for works associated with development of the Exercise Yard at CP6 too, alongside availability of BTP Custody Suite to use, to minimise closure times of Bishopsgate Suite.</p> <p>Rationale for extending date: delays around co-ordination of maintenance/cleaning teams, use of BTP facilities and operational requirements of force.</p> <p>This is now further impacted by restrictions of CoVid 19 so deadline further extended to Nov 20 (but subject to ongoing review as circumstances allow).</p> <p>Opportunity for this work to be completed still not possible - will be progressed as soon as circumstances permit. However, due to plans</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>for the CCTV refresh which now involves installation of Perspex screens and moving of CCTV monitors marking of the no loitering zone will no longer be required as these other changes should address original shortcomings.</p> <p>Plans for the new exercise yard at CP6 have been reviewed by NPEGs who has proposed some amendments, and existing contractor is in process of pricing up additional works.</p> <p>Whilst the Custody CCTV project is not likely to be completed until 2021, in the interim facilities/maintenance works have now been provisionally scheduled for 24/25th November 2020 and will include hatching works and protective screen provision (see update at AFI 3)</p>

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	<p><u>Recommendation</u></p> <p>By August 2019, all forces should review their existing partnership mental health triage services to assess their effectiveness, and the environment they are operating in. This will help them make decisions about sustainable future services with partners to make sure mental health care needs are being met.</p>	WHITE	August 2019	<p>Practise guideline from the College of Policing to help force benchmark their triage activity are pending.</p> <p>However this is something which the force already undertakes – the most recent assessment examined the period November 2018 to</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>If forces find any deficiencies in their triage services, they should take steps to address them as soon as reasonably practicable.</p> <p>The College of Policing has agreed to devise some practice guidelines to help forces benchmark their triage activity. We will inspect on progress in this area as part of our integrated PEEL assessments inspection framework.</p>			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 can now be progressed following publication of the Hate Crime APP by the College of Policing.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<p><u>Recommendation</u></p> <p>Our inspection shows that some hate crime victims get a better service than others. This is because forces apply the national minimum standard of response to victims of hate crime inconsistently.</p> <ul style="list-style-type: none"> • We recommend that, within six months, the NPCC lead for hate crime works with the College of Policing to review the operational guidance about the minimum standard of response to establish if it is still appropriate and relevant for forces • We recommend that, following the review, any agreed minimum standard of response for forces should be 	AMBER	December 2020	<p>This action has been held at WHITE pending the publication of the College of Policing APP.</p> <p>Following consultation completed November 2019, the College has now published this APP and it is now been considered by the force.</p> <p>A deadline of December 2020 has been set for this initial review.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	monitored by force governance processes, including external scrutiny.			

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

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Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p>Recommendation</p> <p>The College of Policing, working with the NPCC leads, should develop an approach to peer review. This approach should support forces to work with each other to improve how they identify, respond to and keep safe vulnerable victims. The infrastructure to support peer reviews should be in place by September 2018 with the first reviews taking place by January 2019.</p>	WHITE	September 2018 And January 2019	<p>Details of the peer review approach have not been released by the College of Policing at this time.</p> <p>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 also in attendance. The force submitted its Vulnerability Action Plan to the NPCC lead (Norfolk) for Peer review. Feedback was broadly positive with one area for improvement identified, regarding 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.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				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.

Committee(s): Police Performance and Resource Management Committee	Date(s): 11 th November 2020
Subject: HR Monitoring Report 1 st April 2020-30 th September 2020	Public
Report of: Commissioner of Police Pol 80-20	For Information
Report author: Julia Perera, Hr Director	

Summary

This report sets out the City of London Police ('the Force') Human Resources monitoring data for the period **1st April 2020 to 30th September 2020**. The data presented is in the format previously agreed by the Committee. The data in the report includes information on:

- **The force strength** – which at the end of September 2020 was 821.96 (FTE) Police Officers and 465.34 (FTE) Police Staff. The figures include PCSOs, apprentices and staff that are in funded posts.
- Please note that the Establishment was 504.06 for staff and 888 for Officers.
- **Sickness** – The average working days lost for Police Officers is 1.97 days and for Police Staff is 2.53 days during this period. Using Home Office national measures, the absence rate for officers for the period was 1.54% and the absence rate for staff was 2.01%. [Note that this data does not include Covid-19 related sickness]
- **Grievances** – No new grievance cases have been submitted during this period.
- **Employment Tribunals** – There have been no new Employment Tribunal cases submitted during the reporting period.

Members are asked to:

- Note the Report.

Main Report

Background

1. The City of London Police Human Resources Directorate provide a performance monitoring report to the Police Performance and Resource Management Committee. This report covers the reporting period between 1st April 2020 and 30th September 2020.

Workforce Management

2. As of 30th September 2020, the City of London Police has an overall strength of 821.96 Police Officers, against an Establishment model of 888. The Establishment is based on the agreed Force Structure models. Significant work continues to be taken regarding workforce planning. The Strategic Workforce Planning Meeting, which is chaired by the Assistant Commissioner, oversees all workforce planning activity within the force and reviews the force structure to ensure that we continue to operate in line with financial boundaries.
3. Due to the increase in recruitment activity in the last year, additional governance reporting into the Strategic Workforce Planning Meeting has been enacted. This included a Recruitment Gold Group chaired by The Director of HR.
4. Recruitment activity is ongoing for Police Officer posts. This targets skill gaps within the force such as Firearms Officers, Operation Servator and Financial Investigators as well as filling management gaps via promotion processes.
5. The force's Workforce Plan which was introduced in December 2016 is a living document and updated every 6 months to ensure that as a force we have an understanding of our current priorities, demands and threats, mapped against our workforce numbers, skills and demographics. The Workforce Plan is closely linked with the STRA process. The Workforce Plan is supported by a 5 year recruitment plan, which details the promotion, transferee and other bulk recruitment campaigns to ensure we meet our demand; there is also a 5 year training plan which takes into account the skills required across the force. All of this activity is driven by the City of London Police's Corporate Plan.
6. As of 30th September 2020, the strength of Police Staff is currently 465.34 (FTE) against an Establishment model of 504.06. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current fixed-term contracts. A robust framework has been implemented to monitor the number of agency staff roles and continues to be closely monitored by the Strategic Workforce Planning Meeting.

Table of CoLP Officer and Staff Establishment Figures vs Strength as of 30/09/2020

Rounded FTE		31/03/16	31/03/17	31/03/18	31/03/2019	31/03/2020 *	30/09/2020*
Officers	Establishment	730.5	735	735	756	843	888
	Strength	698.86	675.49	695.38	735.47	767.72	821.96
Staff	Establishment	450	468.1	451.10	451.10	518.22	504.06
	Strength	413.71	411.46	443.20	413.02	444.49	465.34
PCSO's (included in staff numbers)	Establishment	22	22	14	6.79	6.79	6.79
	Strength	16	11	8	5.79	4.79	4.79
Specials	Establishment	100	100	100	100	100	100
	Strength	55	58	73	76	76	80
Agency	Strength	18	18	33	24	8	11
Volunteers	Strength	23	21	9	12	10	12

* Please note that posts previously shown as unfunded off establishment (for both officers and staff) are now reflected in these numbers)

7. Due to both the growth last year of 61 posts and the allocation of posts as part of the government's drive to increase UK Police Officers by 20,000 the force has added additional probationer intakes into the workforce plan for 20/21. The force has also profiled in regular transfer officer campaigns which will target skills that the force require.
8. In order to manage this growth in Police Officer numbers, revised recruitment methods and procedures have been developed to increase capacity and improve the customer experience for all. Learning & Organisational Development have had to adapt to larger intake classes and different methods of instruction to maintain delivery.
9. Covid 19 has led to changes in ways of working for all staff, however the recruitment during this period has not been greatly impacted by the effect of the pandemic. We continue to monitor the situation and risk assess all work, whilst maintaining the pace of growth required to reach establishment.
10. The vetting unit with Professional Standards, which supports recruitment activity is a key strand with the Recruitment Gold Group and we continue to streamline and improve vetting times. The vetting unit have also been impacted by Covid 19 but suitable risk assessed processes were introduced to ensure we could maintain the service.
11. The force will be undertaking a new process for Student Officer Recruitment using the College of Policing's 'Police Educational Qualifications Framework' (PEQF) which will aim to attract a diverse range of applicants and further professionalise our Service. The first intake in this method will join us in Summer 2021, we will work with our Higher Education Partner, Coventry University, to jointly deliver. Working groups at both tactical and strategic levels have been created and are meeting weekly to implement plans as the launch of this challenging new development draws closer.
12. Our collaboration with Police Now is well underway with plans to utilise a direct entry detective route from January 2021. A diverse group of high-calibre graduate candidates will be joining our Crime Directorate as part of an agreed national process. We have appointed a Syndicate Lead within CoLP to coordinate the training and development functions to ensure that these new officers receive the best possible start to their detective careers.

13. Currently in CoLP we have 12 volunteers spread across all directorates of the force. 2 of these have recently joined and work is on-going to increase this number. In addition, we have in excess of 100 in the First Aid Nursing Yeomanry (FANY) some of whom supported the response to Covid 19.
14. Based on our attrition rates and predicted retirements over the next five years the force has built within its workforce plan & recruitment strategy that we will be recruiting increased intakes of probationers and more transferees, which supports the force's corporate plan. This plan now reflects the growth from The Corporation and the governments Operation Uplift for year 1. Year 2 of the uplift has not yet been announced by the government, due to delays caused by Covid 19. We remain prepared to meet the demand. The skills the force will require for the next 5- 10 years in order to meet the corporate plan will be determined through a variety of avenues: The Strategic Threat and Risk (STRA) process; the Transform Programme outcomes; the analysis of our skills data base and Professional Development Review assessments. This in turn will assist in meeting the Policing Plan objectives (Counter terrorism, Fraud, Cyber Crime, Roads Policing, Anti-Social behaviour, Vulnerable People, Violent and Acquisitive Crime, Public Order).

People Development

Talent Delivery:

15. The Talent Development delivery plan gives a strategic overview of the framework for the delivery of the plan against define, attract, select, develop & manage, engagement & retention and management of talent linked to the Corporate Plan, clearly outlining the roles and responsibilities across the force. Action leads from across the force meet quarterly to monitor implementation of the plan. A relaunch of the Talent Delivery Working Group (TDWG) is planned for November 2020, this will now be via remote delivery to still allow a broad range of participation from across all departments. Focus will be on the new PDR, promotion opportunities, showcasing opportunities for development and programmes of Continuous Professional Development. In conjunction with this, we will continue to roll-out our Core Leadership Programme to newly promoted Sergeants. Our Management Development Programme will continue to be delivered in modules; both will be re-launched next month to coincide with the newly formed TDWG.
16. Delivery of Application and Interview workshops for all officers and staff has continued throughout Covid 19, with 2 workshops being delivered in July, which 25 officers and staff attended. Two application writing workshops linked to the sergeant's promotion board also took place in September with 29 candidates attending.
17. The Positive Action Leadership Scheme (PALS) will launch in November 2020. The L&OD Team have been working with key Equality and Inclusion stakeholders to design a development programme for under-represented groups which meets the specific needs of the organisation. The programme will run as a pilot, focusing initially on BAME police officers and police staff. The programme will concentrate on the personal and professional development

individuals, providing tools for colleagues to progress their careers, whether for promotion or lateral development.

18. In January 2020, Commissioner Dyson commissioned a review of the leadership programme with the following agreed scope:
 - Review **content of the programme** to ensure that it is in line with the changing strategic direction of the force, whilst maintaining key messaging
 - **Recruit** new in-house facilitators (11 have been recruited)
 - Look at ways to **embed leadership principles** across the force

Work is ongoing with the Chief Officer Team and this will be developed into an action plan.

19. The PDR system will be upgraded further next year with a version that will be able to provide a more holistic people development structure for the force. It will be able to capture and analyse any development needs of each employee and will have the ability to report it. The system is designed to be highly flexible allowing the force to adjust the requirements to suit prevailing conditions. The benefits of the new system will be highlighted in future committee reports as the system implementation is likely to take place in March 2021.

PEQF (Policing Education Qualifications Framework):

20. We have maintained our representation at the National PEQF Implementation Working group and continued quarterly meetings with the College of Policing SPOC. This has ensured that we are on track and taking advantage of lessons learned by other forces who have implemented the new pathways already.
21. Our contract with Coventry University was confirmed in May. We continue to work closely with our College of Policing SPOC and maintained our representation at the National PEQF Implementation Working group. Through weekly tasking and co-ordination meetings with Coventry University we are able to ensure that both our tactical and strategic plans are on track for delivery in summer 2021 as planned.

Training Needs Analysis:

22. The Training Needs Skills Analysis Database was manually refreshed in June 2020 and continues to feed into the overall training improvement process and is a key tool in the prioritisation of training. It is anticipated that the ability to automate reports from the database will be greatly improved following a skills audit that is due to be carried out as part of the HR Integrated Project in late 2020/early 2021. In addition, a training audit was carried out in June 2020 regarding critical skills within MIT and work has commenced to cost the Training Needs Skills Analysis Database in collaboration with Finance.

Recovery Options for Mandatory Training (Op Tamar)

23. We have produced contingency training plans since March to ensure that mandatory training can proceed with the relevant risk assessments in place. As part of this process, we have closely monitored compliance rates and proactively targeted those who would be 'out of ticket' at the earliest opportunity. This, combined with the 3 month blanket extension applied by the College of Policing, has meant that our compliance rates have actually risen over this period to 95% (Personal Safety Training) and 96% (First Aid Training), substantially higher than the National average of between 40 and 60%.

Initial Police Learning & Development Programme (IPLDP)- Probationer Training

24. Our second intake of this year joined us at the end of March where we were swiftly required to adapt to the many challenges brought about by Covid 19. Where possible we utilised online platforms to facilitate remote delivery of training but have balanced this with the necessity to conduct face-to-face training for certain aspects of basic training (defence skills, first aid and suchlike). 22 students successfully passed out at Guildhall Yard in July, the event was live-streamed so that families and guests could still participate, albeit virtually.

Our third intake of the year consisting of 24 officers joined in late July with lessons learnt from the March cohort being implemented. Preparations are well underway for our next cohort, joining us in November 2020 and passing out in March 2021.

Custody Training:

25. The Custody Trackers continue to be updated to ensure all staff are current and up to date. In the period 1st April to 30th September there has been minimal training due to the restrictions imposed by the Covid 19 regulations. However, the force made use of the 3-month extension proposed by the College of Policing, this has ensured that all of our staff remain in ticket. Since restrictions were lessened, we have delivered one gaoler course, we have training planned for the remainder of the year which includes 8 Custody refresher courses (for staff due to go out of date imminently), with further Custody Officer courses planned for early 2021.

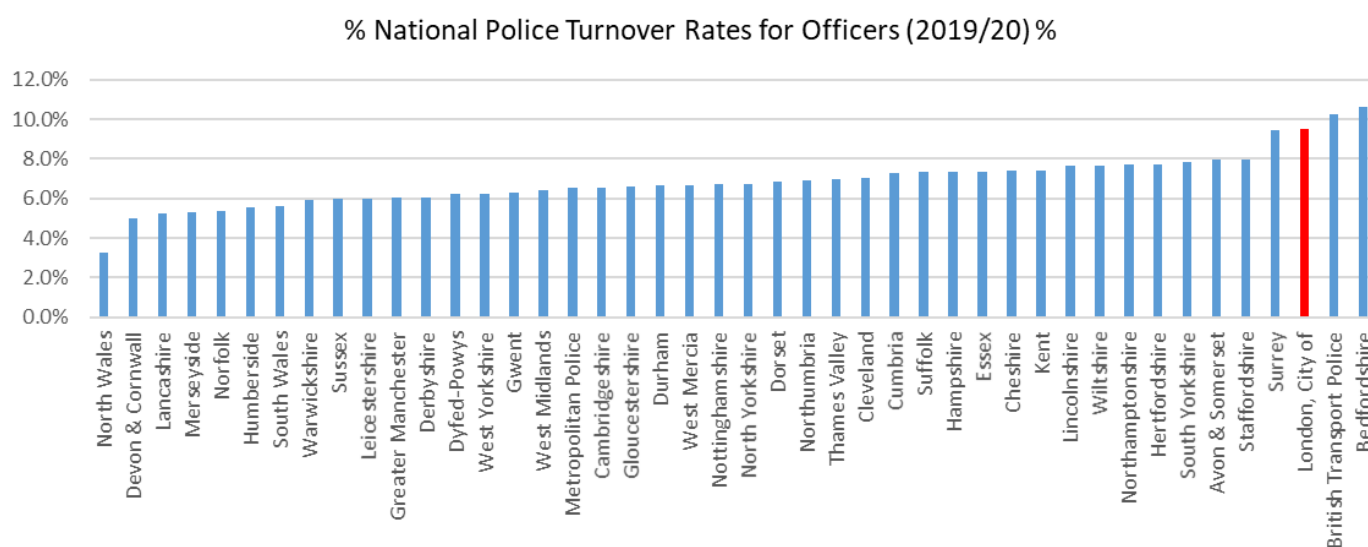
Continued Professional Development (CPD)

26. CPD remains a priority for the force, we are working closely with the College of Policing to promote our own 'CPD week' next month. We continue to deliver weekly 'Focus on' sessions, available to all staff and officers regardless of rank and role, these have now moved to online delivery with attendance continuing to thrive. Themes have recently included topics as diverse as investigating deaths, standards of behaviour, interviewing suspects and the implications of Brexit on policing.

Labour Turnover

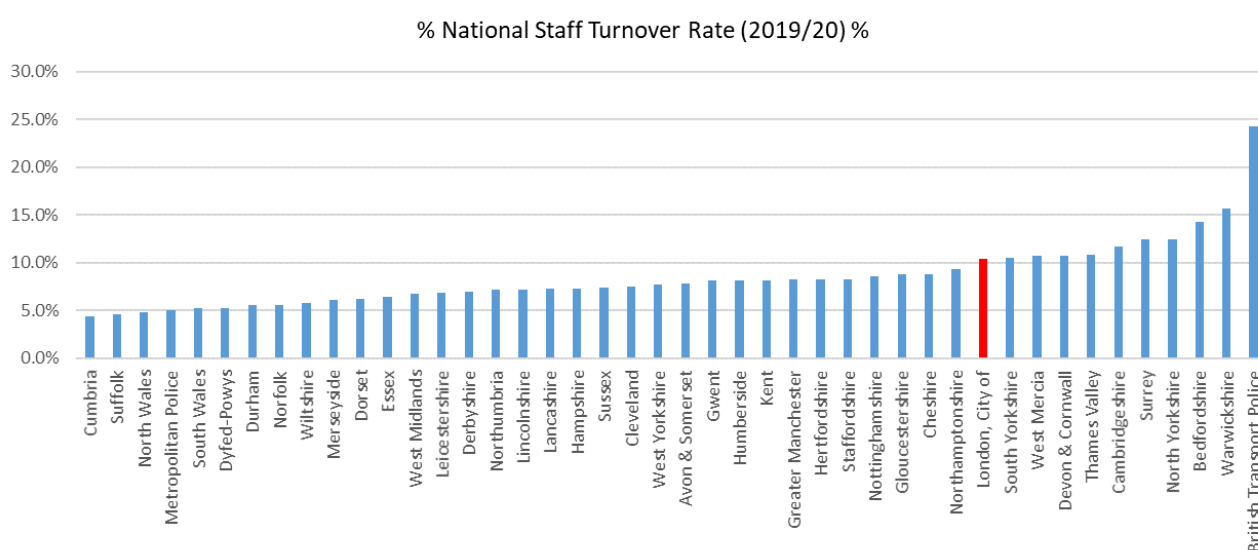
27. During the reporting period (April 2020 – September 2020), 33 Police Officers and 19 Police Staff left the City of London Police, this equates to a 4.1% and 4% turnover rate respectively. Please note that this is a cumulative figure and so if the same rate of attrition continued for the rest of 20/21 then the total turnover rate could be 8.2% for Officers and 8% for Staff. The breakdown of reasons for leaving the force is provided in the tables below for each staff group; a further five years of data has been added for analysis. Below is also a National Comparison table of Officers/Staff leavers by headcount as a percentage of the total workforce.

National Statistics for Police Officer Leavers (headcount)



Source: National Statistics Police workforce open data tables March 2020

National Statistics for Police Staff Leavers (headcount)



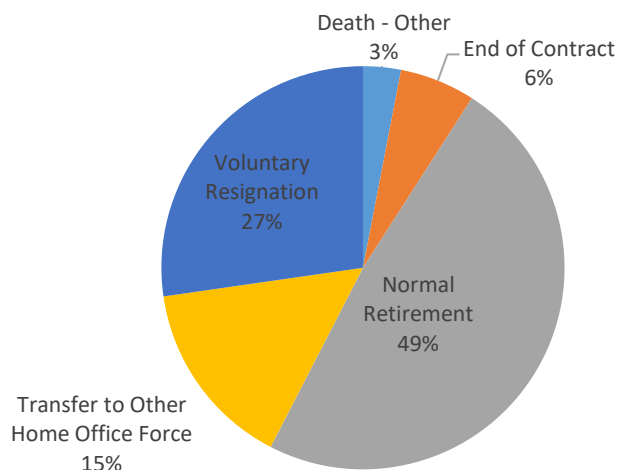
Source: National Statistics Police workforce open data tables March 2020

CoLP Police Officers - Reasons for Leaving (per Financial Year)

Reason for leaving	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21*
Death in service	0	1	0	0	0	0	1
Dismissed	1	1	0	1	1	0	0
End of Contract	0	0	0	0	0	0	2
Medical Retirement	0	4	1	2	0	2	0
Retirement	25	37	38	36	35	33	16
Transfer	2	7	7	9	16	22	5
Resignation	13	19	15	25	7	23	9
Total	41	69	61	74	59	80	33

*2020/21 data April to September 2020

Officers Leaving Reasons (April 2020 - Sept 2020)

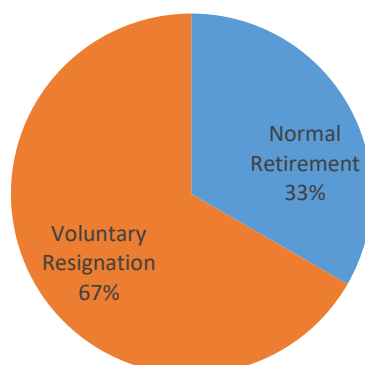


CoLP Special Constabulary - Reasons for Leaving (per Financial Year)

Reason for leaving	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21*
Death in service	1	0	0	0	0	0	0
Resignation	11	13	6	14	6	3	2
Joined Regulars	0	3	0	0	1	7	0
Dismissal	1	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	1
Total	13	16	6	14	7	10	3

*2020/21 data April to September 2020

Special Constabulary Leaving Reasons (April 2020 - Sept 2020)

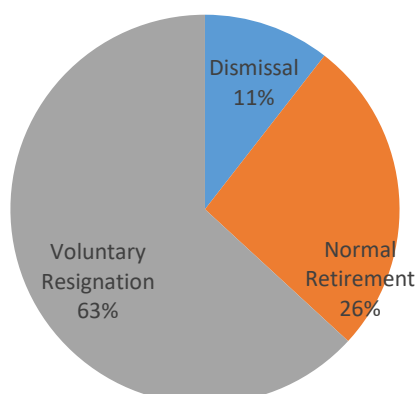


CoLP Staff - Reasons for Leaving (per Financial Year)

Reason for leaving	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21*
Death in service	0	0	0	1	1	0	0
Dismissed	4	3	1	1	1	1	2
Medical Retirement	0	1	1	1	0	0	0
Retirement	5	3	6	3	10	6	5
Transfer	1	7	3	2	0	0	0
Resignation ¹	42	52	42	37	49	37	12
Resignation joining Police	6	0	0	2	2	6	0
Redundancy	0	0	0	6	0	0	0
End of Secondment	0	0	0	0	1	0	0
Total	58	66	53	53	64	50	19

*2020/21 data April to September 2020

Staff Leaving Reasons (April 2020 - Sept 2020)



¹ Resignation includes the conclusion of fixed term contracts

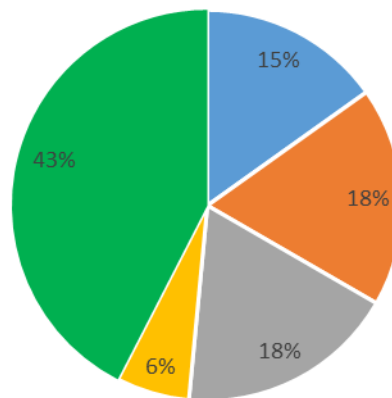
28. For the reporting period, 33 Police Officers left the force with the highest number leaving from UPD (14). The main reasons for Police Officers leaving during this period was retirement and resignation.
29. In April 2020 there was a Chief Superintendent promotion campaign which generated 17 applications, 6 new joiners were recruited from this campaign. Currently, there is a Sergeant recruitment and promotion live campaign, of which we received 53 applications, and these are currently being shortlisted. A Probationer campaign was run in early 2020 which received 102 applications. There has been an intake of 24 Student Officers/Probationers in July 2020. We continue to progress a number of candidates at the on boarding stage to start in November 2020, together with a further 30 applicants awaiting a Day 1 Assessment Centre.
30. Data as of September 2020 shows 19 Police Staff in total left the force in the reporting period, the greatest number of leavers were in BSD (7) and I&I (7), the main reason for leaving was resignation.
31. HR have been collating online exit interview data via Survey Monkey since the beginning of 2019. HR continues to offer the facility of a face to face exit interview to CoLP officers and staff if they would prefer.
32. For the reporting period, 11 online exit interviews have been completed, including 5 Police Officers and 6 Support Staff. Of these exit interviews, over half responded positively to the question that asked them if they knew who their senior managers were, they had a clear understanding of what was expected of them, and their job made good use of their skills and abilities.

CoLP Officer Leaver's by Directorate (Financial Year 2020/2021)

Directorate	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Total
BSD	1	0	0	2	0	2	5
Crime	0	1	2	2	1	0	6
ECD	1	1	0	1	1	2	6
I&I	0	0	0	2	0	0	2
UPD	2	3	1	3	1	4	14
Total	4	5	3	10	3	8	33

Police Leavers by Directorate (April 2020 - Sept 2020)

■ BSD ■ Crime ■ ECD ■ I&I ■ UPD

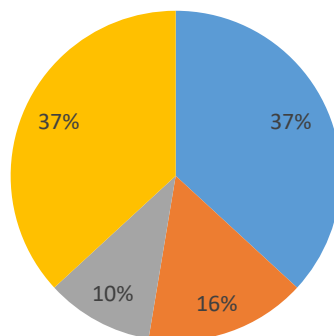


CoLP Staff Leaver's by Directorate (Financial Year 2020/2021)

Directorate	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sept 20	Total
BSD	1	2	1	2	1	0	7
Crime	0	1	0	1	1	0	3
ECD	1	0	0	0	1	0	2
I&I	0	2	0	2	1	2	7
UPD	0	0	0	0	0	0	0
Total	2	5	1	5	4	2	19

Staff Leavers by Directorate (April 2020 - Sept 2020)

■ BSD ■ Crime ■ ECD ■ I&I

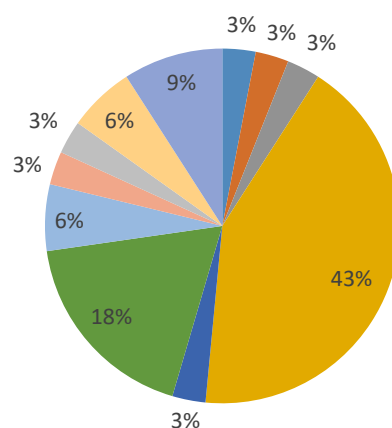


CoLP Officers Leavers by Rank (Financial Year 2020/2021 - April to September)

Rank / Grade	Police
Commander	1
Det Chief Superintendent	0
Chief Superintendent	1
Det Superintendent	1
Superintendent	0
Det Chief Inspector	1
Chief Inspector	1
Det Inspector	2
Inspector	2
Det Sergeant	1
Sergeant	3
Det Constable	6
Constable	14
Grand Total	33

Officer Leavers by Rank (April 2020 - Sept 2020)

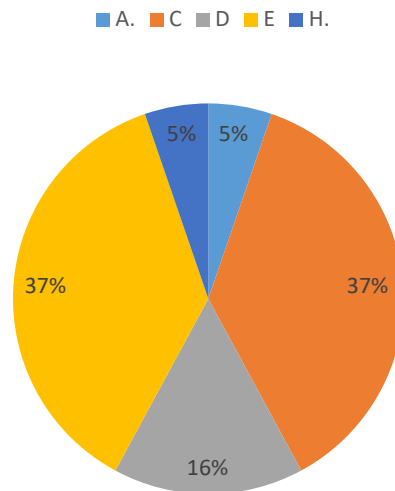
■ Ch Insp ■ Ch Supt ■ Cmndr ■ Con ■ Det Ch Insp ■ Det Con
■ Det Insp ■ Det Sgt ■ Det Supt ■ Insp ■ Sgt



CoLP Staff Leavers by Grade (Financial Year 2020/2021 - April to September)

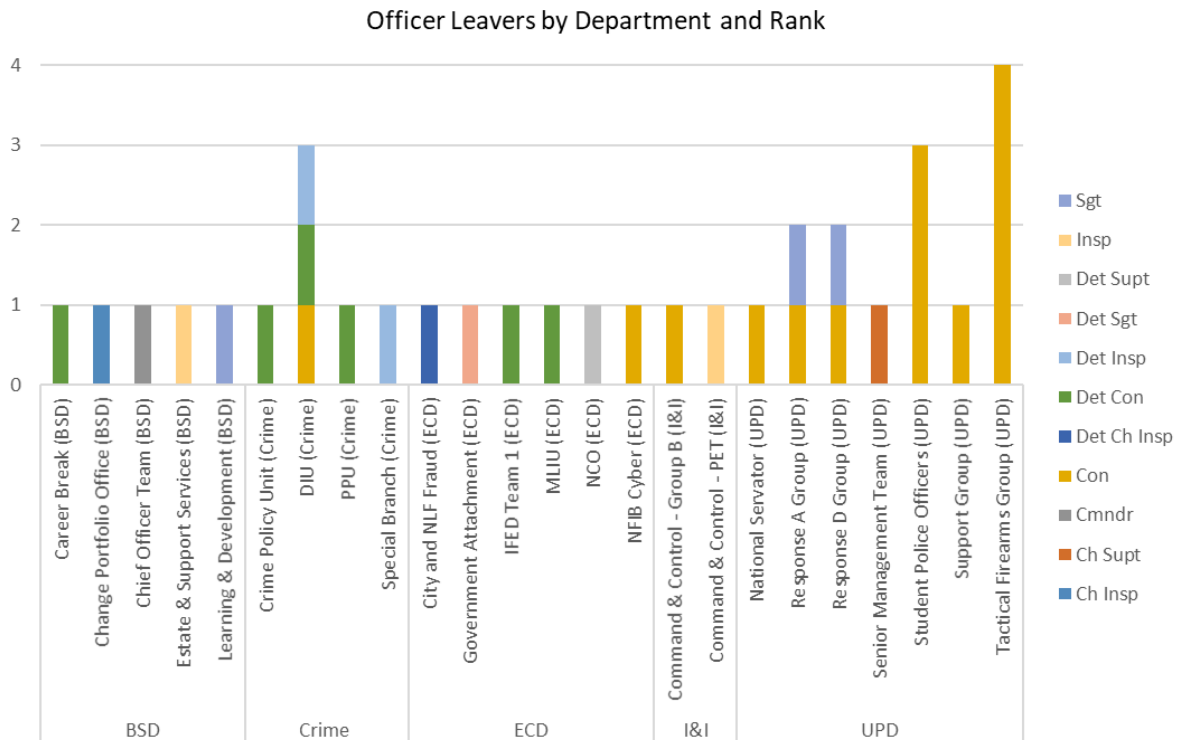
Rank / Grade	Support Staff
A.	1
B	0
C	7
D	3
E	7
G.	0
H	1
Total	19

Staff Leavers by Grade (April 2020 - Sept 2020)



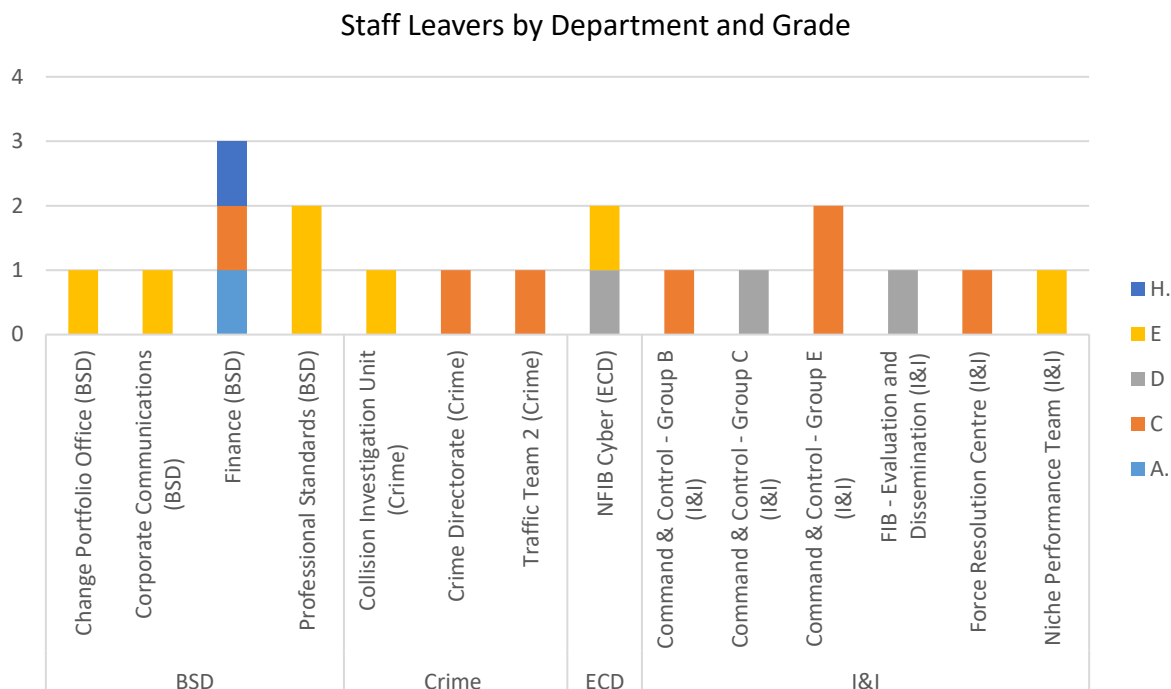
CoLP Police Officer Leavers by Department and Rank (Financial Year 2020/21)

The graph below shows the number of Officer leavers by Department and Rank. During this reporting period the greatest number of leavers was in Tactical Firearms Group with 4 leavers, followed by DIU in Crime and Student Police Officers in UPD, both had three leavers in the last six months.



CoLP Staff Leavers by Department and Grade (Financial Year 2020/21)

The graph below shows Staff leavers by Department and Grade. During this reporting period 3 employees left the Finance team.



Recruitment

33. In the reporting period of 1st April 2020 – 30th September 2020, The City of London Police have had 56 existing Police Officer recruitment campaigns. In addition, there has been 1 probationer campaign.
34. There have also been 2 promotion campaigns. These were at the ranks of Commander and Chief Superintendent. For the Commander process, 4 applications were received. There was no successful candidate. The Chief Superintendent recruitment and promotion campaign started just before this reporting period. 6 appointments were made. In addition, there is currently as Sergeant recruitment and promotion live campaign that has generated 53 applications.
35. 44 Police Staff campaigns have taken place during the same period.
36. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process as well as medical assessments. As a result, further recruitment campaigns are often required.

Police Officer Recruitment

37. A total of 88 Police Officers were recruited during the reporting period including appointments from the transferee campaigns. 24 probationers are part of this number. There are some transferees still being progressed from the activity during this period. They will be join CoLP during the last half of 20/21 once vetting & medicals assessments have been completed.

Police Staff Recruitment

38. A total of 46 Police Staff have been appointed to substantive and fixed-term roles during the reporting period
39. 3 volunteers joined the force during this period and 8 Specials are currently on a training programme.

Equality and Inclusion

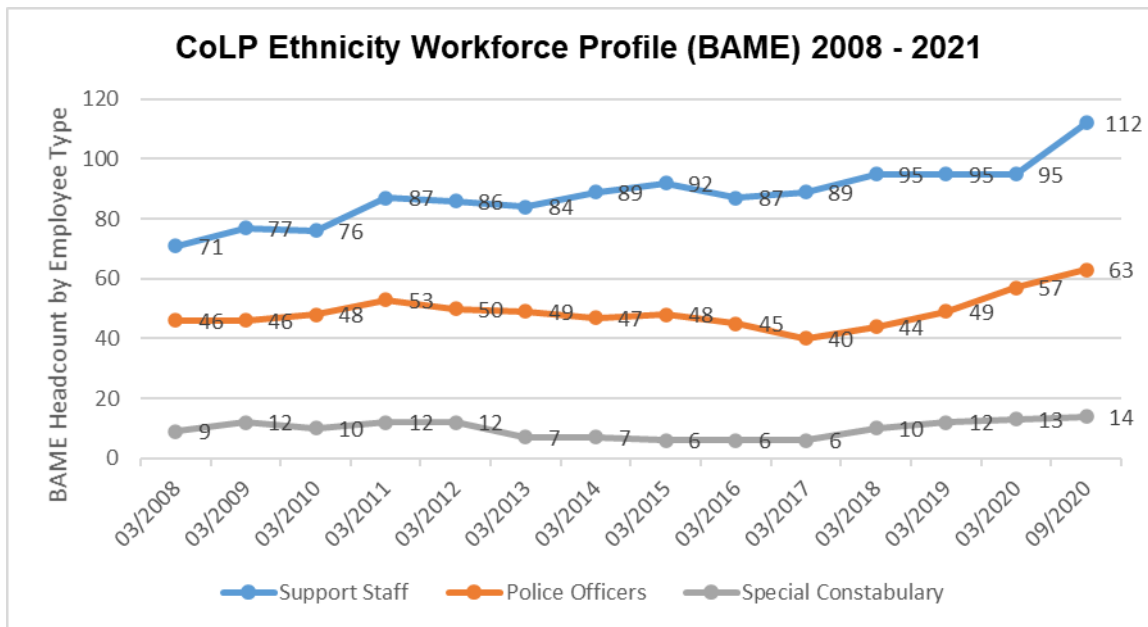
40. The Equality and Inclusion Operational Board was formed in June 2020 and its purpose is to raise any issues that impact on the force's performance, in relation to equality, diversity and inclusion. It supports the force's performance in creating an inclusive and diverse organisation. The board includes representatives from all support networks and staff from several of the force's organisational units. A separate report on Equality and Inclusion now reports to your Professional Standards and Integrity Committee as directed by the Chairman of the Police Authority Board and Police Authority Team.
41. The Force has recently upgraded the HR self-service system to enable employees to self-define their protected characteristics. This change has been widely publicised and with continued publicity this should enable a clearer picture of the CoLP's workforce data in the future.

Ethnicity

42. For this reporting period (1st April 2020 to 30th September 2020), the number of BAME Police Officers has increased to 63 (57 previously reported) and the number of Police Staff has increased to 112 (95 previously report). The graph below represents the number of Black, Asian and Minority Ethnic (BAME) Police Staff, Officers and Special Constabulary within the CoLP by financial year from 2008 to 2020.
43. When compared nationally CoLP is ranked as second highest among all National forces (not including BTP) for BAME Staff representation rates and is fifth highest for officer representation (not including BTP).
44. The Force continues to review its BAME Action Plan which is based on the national NPCC Workforce Representation, Attraction, Recruitment, Progression

& Retention Delivery plan, which will drive further changes in this area. The Force, as an example, is advertising more widely and is supporting internal applicants through application writing and interview workshops. The Force's Equality & Inclusion Operational Board continues to oversee the work on these plans and how BAME representation can be encouraged further in the force.

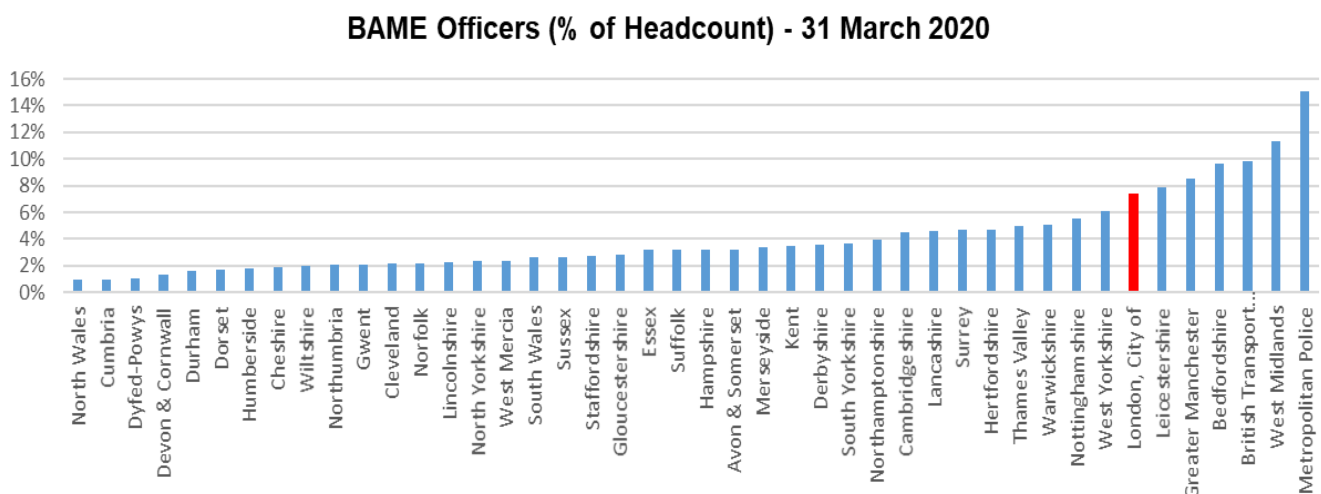
CoLP Workforce Profile by Ethnicity 2008-2021 (financial year)



*Note: 09/2020 represents half 2020/21 financial year.

Officer BAME representation - National Comparison

(National Statistics Police workforce open data tables March 2020)

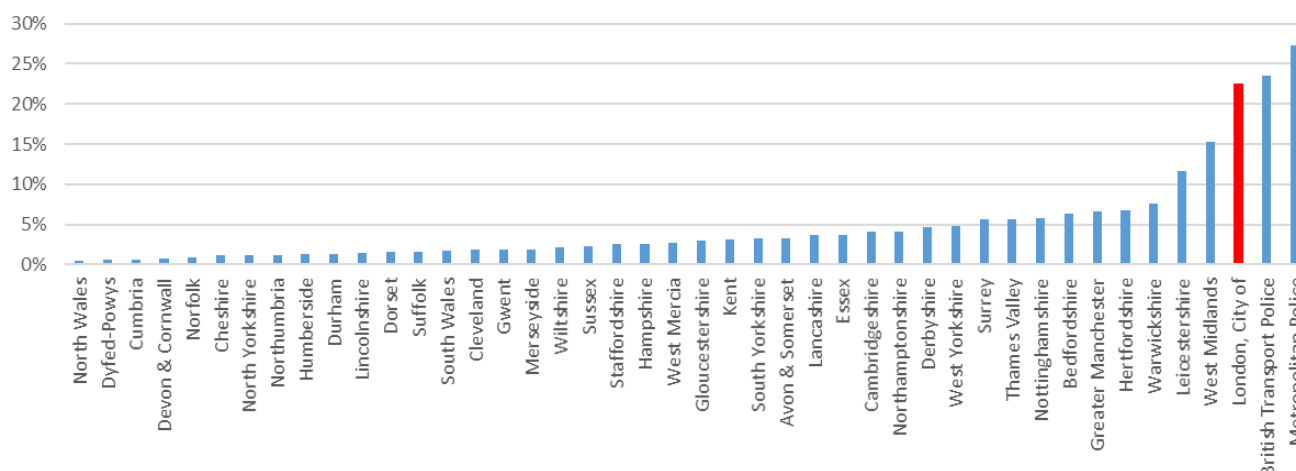


Source: Police Workforce, England and Wales, 31 March 2020

Staff BAME representation - National Comparison

(National Statistics Police workforce open data tables March 2020)

BAME Staff (% of Headcount) - 31 March 2020



Source: Police Workforce, England and Wales, 31 March 2020

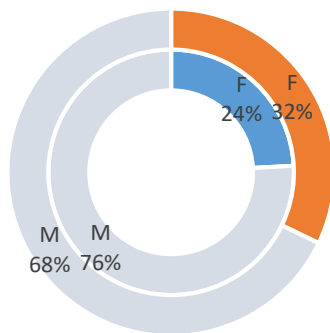
Gender

45. The percentage of female Police Officers has continued to increase since 2018. As part of 2018-2023 People Strategy, CoLP is continuing to undertake a number of activities to improve female representation. Approximately 23% of applications received for Police Officer roles were from female applicants; 30% of Police Officer new joiners were female in the reporting period.
46. The national average for female Police Staff stands at 62% as at 31 March 2020, as of September 2020 CoLP's female Police Staff representation rate is 57.9%. It is worth noting that the force has a more even representation of male and female Police Staff.

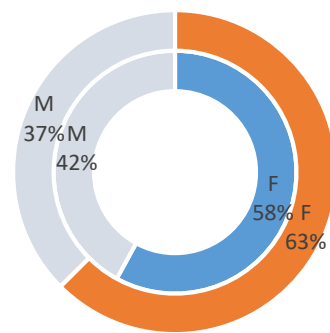
Gender Comparison

- City of London – September 2020
- National Comparison (England and Wales) - March 2020

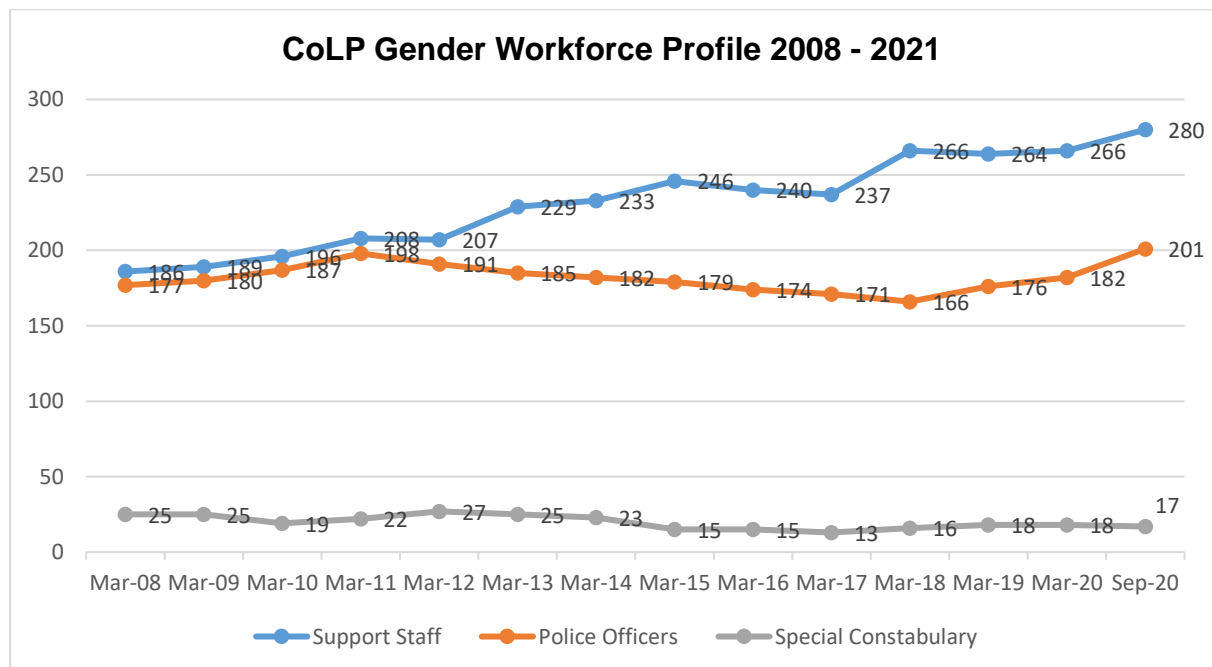
Officer Gender Profile



Staff Gender Profile



Workforce Female Gender Profile – 2008-2020



*Note: 09/2020 represents half 2020/21 financial year.

Disability

47. The CoLP's disability profile remains similar to data previously reported with 23 Police Officers and 15 Police Staff currently identifying themselves as having a disability.
48. As of 30th September 2020, 19 Officers are working under 'recuperative duties' (short term) and we currently have 31 Officers on adjusted duties (long term). "Adjusted Duties" came into effect as a result of the 'Limited Duties' Police regulation in January 2015 for all forces and relates to Officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010). For an Officer to be placed on adjusted duties, he/she must: a) be attending work on a regular basis and b) be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).

Sexual Orientation

49. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 23 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual, with 893 employees choosing not to disclose this information or choosing "prefer not to say". With the introduction of new functionality to the HR system (mentioned above) we hope that this ability for officers and staff to confidentially self-define their protected characteristics will enable a better picture of the true data to emerge.

Age

50. The current age profile of the Police Staff workforce ranges between 20 and 65+. There are currently 178 Police Staff aged 50 and over. 320 members of Staff are between the ages of 20 and 49.
51. The age profile of Police Officers ranges between 19 and 60+. There are currently 164 Police Officers aged 50 and over. Police Officers can retire once 30/35 years' service has been completed (depending on pension scheme). The force currently has 18 Officers who have 30 or more years' service and therefore could be eligible to retire. There also another 13 Officers that could be eligible to retire in 2020/2021 as they currently have 29 years' service.

Religion and Belief

52. Currently 22.1% of the total workforce (Police Officers & Police Staff) identify themselves as 'Christian'; 2.3% as 'Muslim'; 0.8% as 'Hindu', 0.5% as Buddhist. 1.7% identified as having another religious belief, including Judaism and Sikh, whereas 72.6% either have no religion or have chosen not to disclose their religion or belief.

Sickness Absence Management

53. The Home Office (HO) & Her Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2019/20, in percentage terms, (working time lost / contracted hours available) was an average of 4.6% for Police Officers and 4.8% for Police Staff. For Police Officers CoLP sickness rate was

4% in the Home Office data. **Please see 'Restricted' Appendix for data for data relating to this section.**

54. When using the HO & HMRCFRS measure converted to days, the sickness absence rate for officers for the FY to 30th September 2020 was 1.54%. Using working days lost over average headcount as a comparator, the average working days lost for officers was 1.97 (target for the rolling year is an average of 6 days per head). For staff the HO & HMRCFRS absence rate for the FY to 30th September 2020 was 2.01%. Using working days lost as a comparator, the average working days lost for staff was 2.53 (target for the rolling year is an average of 7 days lost per head). These figures are for six months only. Sickness has decreased during the first half of 20/21 compared to 19/20. It should be noted that sickness related to Covid 19 isolation (Covid 19, Isolation Symptomatic and Isolation Non-Symptomatic) has been removed from the sickness statistics and does not count against an individual's record.
55. The City of London Occupational Health Service undertakes pre-employment medical assessments for support staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements. OH report on a quarterly basis. For the period 1 April 2020 to 30 September 2020 the OH have responded to all pre-employment requests within their SLA of 2 working days. A total of 42 have been completed. Please note that Police Officer recruitment medicals are not included in these figures.
56. For the period 1 April 2020 to 30 September 2020 the OH Advisors received 75 referrals of which 70 were delivered within their SLA (offered within 5 days of receipt of a referral), which is an SLA response rate of 93%. In addition, there were also 23 referrals to the OH Physician of which all were seen within the SLA a response rate of 100% (the SLA for OH Physicians is to offer appointments within 14 days of receiving a referral. The OHP is contracted 1 day per week for 45 weeks). There has been a considerable increase in referrals between July to September compared to quarter 1 of this financial year (2020/21).

Grievances and Employment Tribunals (1st April – 30th September 2020)

57. During the reporting period no new grievances have been submitted. This period has coincided with Covid 19 and it is useful to note that we had 12 grievances submitted in the corresponding period last year. Since a large majority of staff and certain officers have been working remotely and the number of grievances has plummeted, this may indicate that people have been less likely to have discord with work colleagues as they are predominantly working away from the work environment.
58. The City of London Police received no new Employment Tribunal claims within the reporting period.
59. The tables below summarise the recent and live Employment Tribunals.

New ET's submitted and opened	Nil
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ET's closed	Nil
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ET's still in progress	Details
Case 1 – Sex Discrimination	<p>ET1 submitted in December 2017 relating to officer failing eye sight test for Firearms.</p> <p>ET held in June 2019 – ET determined that the Force had acted appropriately and case dismissed.</p> <p>Appellant lodged an Appeal in October 2019.</p> <p>In April 2020 at the EAT preliminary hearing the Appeal's judge dismissed the appeal as there was no merit.</p> <p>Appellant lodged an appeal in August 2020 with the Court of Appeals. We are awaiting judgement as to whether this will be allowed to proceed as we have challenged the merits of this appeal.</p>
Case 2 – Sex Discrimination	<p>ET1 submitted in December 2017 relating to the cessation of an allowance during Maternity Leave.</p> <p>ET hearing in October 2018 found in favour of the officer but CoLP appealed the decision based on the Regulations being unclear.</p> <p>EAT held in May 2019 and the appeal upheld the original decision.</p> <p>Based on Legal advice this matter is now going to the Court of Appeals with the hearing scheduled for January 2021</p>
Case 3 – Constructive dismissal and Harassment	<p>ET1 submitted Nov 2019.</p> <p>PHR was held on 22.01.20 and both parties agreed to Judicial Mediation which was initially booked March 2020 but was postponed due to COVID19. It was rescheduled and took place in September. No agreement was met so a hearing is scheduled for March 2021.</p>

Well Being

60. The force has implemented a Wellbeing Framework for 2017 – 2021 which outlines the importance of ensuring the wellbeing of our officers and staff whether it's mental or physical, in order to have a workforce that can meet the challenges facing the force and thereby supporting the tenets of the Corporate Plan. The Wellbeing Framework provides managers and staff with guidance on how to support wellbeing, and highlights initiatives and events that are available to our workforce.
61. It is recognised that across society the Covid 19 pandemic has presented wellbeing challenges of varying scales both inside and outside of the workplace. In March, the force introduced dedicated Bronze Welfare leads as part of the command structure set up to deal with City of London Police's Covid 19 response.
62. The pandemic has seen some changes to the way City of London Police Staff and Police Officers work. Changes include working from home (where roles allow), the wearing of PPE to prevent the spread of Covid 19 while undertaking frontline activities and involvement in the delivery of services that could be challenging to the psychological wellbeing of those involved.
63. In response to these changes the force has introduced a number of packages to support our staff and officers such as Working from Home guidance that considers both the physical working environment, equipment and psychological wellbeing and promotes the need to take regular breaks and taking exercise such as a daily walk.
64. The Head of Health and Safety worked in collaboration with colleagues from the Corporation of London to produce Individual Risk Assessment Guidance and templates regarding the risks that Covid 19 poses to individuals, especially those from recognised higher risk health groups. The guidance and risk assessment also includes psychological wellbeing issues.
65. Psychological wellbeing was a key consideration in the delivery of the Pandemic Multi Agency Response Team (PMART) who were responding to sudden, unexplained deaths in the community. A welfare plan was drawn up at the outset and include the details of escalation processes and access routes to psychological support including Occupational Health Services, Trauma Response Incident Management (TRIM) the Employee Assistance Programme.
66. The force's wellbeing network continue to support Police Officers and Police Staff providing access to wellbeing related events, such as an initiative with an external company who provided free access for 50 CoLP employees to a 4 week training package that included online workout sessions, access to catch-up workout sessions, access to nutrition and positive mind-set sessions and each participant was supported by a dedicated coach.

67. The Mental Health Working Group is a supplementary group to the main Health and Wellbeing Network. The Group have worked together to provide information on mental health issues and provide signposting to additional support. During Mental Health Awareness week in May, the Group put together a number of information pieces that ran each day on CityNet during the week.
68. As reported previously the force's wellbeing champion retired and a new Wellbeing Champion, Chief Supt Steve Heatley, was appointed. Chief Supt Heatley joined the force in September and has already met with the Health and Wellbeing Network and Mental Health Working Group to discuss the work undertaken by the Networks and his strategy moving forward.

Staff Survey

69. The Staff Survey 2020 went live and was open for returns for 4 weeks starting the 21st September. At the time of writing over 400 people have taken part in the survey in less than 2 weeks. The results of the Staff Survey, which will also inform the continuing cultural journey, will be announced in a briefing to the Chief Officers on 24th November, and the next stage of the response will be planned after the briefing is received. A further update will be provided to this Committee in February and there is already an OR in relation to this.
70. The National Wellbeing Survey results, prepared by Durham University, were returned, and these have been fed into the cultural journey work underway as part of Transform. The results have also been used to support the current cultural workshops being run virtually due to the Covid 19 crisis.
71. Talkback remains a useful staff forum to post and receive answers to questions, including being able to directly "Ask the AC." Updates on the previous Staff Survey have been widely shared on Talkback so people can see the actions being taken.

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