



Police Authority Board

Date: MONDAY, 22 JUNE 2020

Time: 11.00 am

Venue: MICROSOFT TEAMS – THE PUBLIC SIDE OF THE AGENDA CAN BE VIEWED ON THE YOUTUBE LINK BELOW

Members: Deputy James Thomson (Chairman)
Douglas Barrow (Deputy Chairman)
Nicholas Bensted-Smith
Deputy Keith Bottomley
Tijs Broeke
Simon Duckworth
Alderman Emma Edhem
Alderman Alison Gowman
Sheriff Christopher Hayward
Alderman Ian Luder
Andrew Lentin (External Member)
Deborah Oliver (External Member)
Deputy Henry Pollard

Enquiries: Alistair MacLellan
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The public side of the meeting can be viewed at <https://youtu.be/LZvWDvPjCwc>

John Barradell
Town Clerk and Chief Executive

FUTURE MEETING DATES (ALL AT 11.00AM)

29 July
3 September
22 October
26 November

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To consider the public minutes and non-public summary of the meeting held on 5 June 2020.

For Decision
(Pages 1 - 10)
4. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 11 - 18)
5. **CHAIRMAN'S PUBLIC UPDATE**
The Chairman to be heard.

For Information
6. **COMMISSIONER'S PUBLIC UPDATES**
The Commissioner and Chief Officers to be heard.

For Information
7. **DRAFT ANNUAL REPORT 2019/20**
Report of the Commissioner.

For Decision
(Pages 19 - 42)
8. **HMICFRS INSPECTION UPDATE**
Report of the Commissioner.

For Information
(Pages 43 - 98)
9. **POLICING PLAN 2019-20- PERFORMANCE AGAINST MEASURES FOR END Q4**
Report of the Commissioner.

For Information
(Pages 99 - 130)

10. **HUMAN RESOURCES MONITORING INFORMATION-1 OCTOBER 2019 TO 31 MARCH 2020**

Report of the Commissioner.

For Information
(Pages 131 - 152)

11. **INTERNAL AUDIT UPDATE**

Report of the Head of Audit and Risk Management.

For Information
(Pages 153 - 154)

12. **THE CITY OF LONDON POLICE PENSIONS BOARD - REVIEW OF ACTIVITIES FOR THE PERIOD 1 APRIL 2019 TO 31 MARCH 2020**

Report of the Chamberlain.

For Information
(Pages 155 - 160)

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

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

15. **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 Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

16. **NON-PUBLIC MINUTES**

To consider the non-public minutes of the meeting held on 5 June 2020.

For Decision
(Pages 161 - 164)

17. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 165 - 166)

18. **CHAIRMAN'S NON-PUBLIC UPDATES**

The Chairman to be heard.

For Information

19. **COMMISSIONER'S NON-PUBLIC UPDATES**
The Commissioner and Chief Officers to be heard.
- For Information**
20. **SHARED SERVICES UPDATE - TO FOLLOW**
The Chief Executive and the Commissioner to be heard.
- For Information**
21. **TRANSFORM PROGRAMME: PROGRESS UPDATE INCLUDING IMPLEMENTATION PLAN**
Report of the Commissioner.
- For Information**
(Pages 167 - 178)
22. **GATEWAY 2 - BODY WORN VIDEO REFRESH**
Report of the Commissioner.
- For Decision**
(Pages 179 - 192)
23. **GATEWAY 5 ISSUE - HR INTEGRATED TIME MANAGEMENT AND E-EXPENSES**
Report of the Commissioner.
- For Decision**
(Pages 193 - 206)
24. **GATEWAY 1/2/3/4 - EDISCOVERY PROJECT**
Report of the Commissioner.
- For Decision**
(Pages 207 - 232)
25. **GATEWAY 4C - SECURE CITY PROGRAMME**
Joint report of the Director of the Built Environment and Commissioner.
- For Information**
(Pages 233 - 252)
26. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

POLICE AUTHORITY BOARD **Friday, 5 June 2020**

Minutes of the meeting of the Police Authority Board held virtually on Friday, 5 June 2020 at 11.00 am

Present

Members:

Deputy James Thomson (Chairman)
Douglas Barrow (Deputy Chairman)
Deputy Keith Bottomley
Tijs Broeke
Simon Duckworth
Alderman Alison Gowman
Sheriff Christopher Hayward
Alderman Ian Luder
Andrew Lentin (External Member)
Deborah Oliver (External Member)
Deputy Henry Pollard

Observing:

James Tumbridge (Co-Opted Member – Economic Crime Committee)

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Oliver Bolton	- Deputy Head of Police Authority Team
Rachael Waldron	- Compliance Lead
Emma Cunningham	- Town Clerk's Department
Chloe Rew	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Dr Peter Kane	- Treasurer
Alistair Cook	- Head of Police Authority Finance
Danielle Maalouf	- Chamberlain's Department
Bukola Soyombo	- Chamberlain's Department
Paul Chadha	- Comptroller and City Solicitor's Department

City of London Police Force:

Ian Dyson	- Commissioner
Dai Evans	- Commander (Operations and Security)
Karen Baxter	- Commander (Economic Crime)
Cecilie Booth	- Chief Operating and Chief Financial Officer
Hayley Williams	- City of London Police

1. **APOLOGIES**

There were no apologies.

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

There were no declarations.

Before proceeding with items on the agenda, the Chairman reiterated the statement issued by the Lord Mayor and Chairs of Policy and Resources and Establishment Committees and himself on 4 June 2020, namely:

We are shocked and saddened by the senseless death of George Floyd.

The City of London Corporation is committed to equality, inclusivity and diversity and we stand in solidarity with BAME colleagues and communities.

We understand it is not enough to say we are against racism but we have to work to eradicate all forms of racism in all that we do.

This is why we have signed the Race at Work Charter and we aim to be a leader in diversity and reflect the communities we serve across London and the UK.

We pledge to fulfil our responsibility to create a fair and inclusive society.

Black Lives Matter.

The Chairman continued, noting that many had been shocked by George Floyd's death and disturbed by events following his death in connection with both the protests and the policing of it, including some of the footage that morning.

Rightly, that had caused members and the public to ask questions about UK policing, its track record on equality, the treatment of BAME people and bias in policing public order.

The Chairman would shortly be asking the Commissioner to make a brief statement on these areas and after that Members were free to ask questions.

The Chairman thought it was fair to say that the track record of policing in the UK was, in comparison to many countries, good. But it was not perfect and more still needed to be done to ensure that the diversity of those in policing more fairly reflected the people it policed.

Further, with regards to policing, racial bias remained a matter that required continuous review, education, training and monitoring by both policing and the bodies that had oversight of policing in this country including the City's Police Authority Board.

Amongst other checks and balances, it was why the Board had a Professional Standards & Integrity Committee; it was why complaints with any racial allegations were closely looked at; it was why the Board tracked diversity in officer and staff numbers; it was why policing was transparent on Stop & Search and this was published and monitored by external bodies.

Policing in the UK was policing by consent. To maintain this, policing must have public support, and to do that it must have public trust. The Police Authority and the Police Authority Board had a role to ensure exactly that. The Board must ensure equality and eliminate bias, be committed to diversity and inclusion, and there must be zero tolerance to racism.

The Commissioner was then heard, noting that the Force was shocked by the case of George Floyd and justice needed to take its course. Subsequent protests were evidence of concern regarding race and policing. The National Police Chiefs Council (NPCC) had issued a statement regarding George Floyd which has been shared with the Board on 3 June 2020.

The Commissioner readily admitted that UK policing was not perfect but that it sought to police by consent. The Force had its own Code of Ethics which underpinned all that its officers did. Officers underwent Equality and Diversity instruction during both their training, and periodically throughout their service. The Force also had an Equality and Inclusion Strategy. The most recent intake of police recruits counted 1/3 from a BAME background, which was a significant improvement on recent years.

In terms of policing public protests, all City of London Police officers were trained to College of Policing standards. There was an appropriate balance to be struck between the right to protest, and the enforcement of COVID-19 lockdown restrictions. The Commissioner reassured Members that there was no authority for the use of water cannon; and that the authority for the use of CS spray and baton rounds lay with him, the Commissioner, and in his view he did not see any requirement for their employment in the foreseeable future.

The Commissioner concluded by noting that the Force had the Independent Advisory and Scrutiny Group (IASG) to scrutinise the work of the Force, which was supported in turn by the Board's Professional Standards and Integrity Committee. The Force employed Body Worn Video (BWV) and CCTV to ensure that the narratives of its Police officers were evidenced. All of these measures were underpinned by the external scrutiny of Her Majesty's Inspector of Constabulary and Fire and Rescue Services (HMICFRS).

The Chairman agreed to circulate a summary of the statements made (17/2020/P).

3. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 14 May 2020 be approved, subject to the following amendments (18/2020/P):

- Reference being made to the Sheriff joining the Acting Chairman commending the immediate past Chairman at Item 4 (Vote of Thanks to Outgoing Chairman).
- Reference being made to the Acting Chairman's five priorities following the Vote of Thanks to the Outgoing Chairman, namely around the support and challenge of the Force as the National Lead Force for fraud; improving the service of Action Fraud and the National Fraud Intelligence Bureau following the recent review by Sir Craig Mackey; the delivery of the Force's Local Policing Plan including a performance-led and measurable approach to improving crime reduction; ensuring the Force operated on a sound financial footing with sound financial controls; and finally the delivery of the Force's Transform programme.
- Reference to Simon Duckworth's appointment to the Association of Police and Crime Commissioners (APCC) be amended to being for a further year; with the decision on a second Board appointment being made at a future meeting.
- Reference to Fixed Penalty Notices (FPNs) at Item 7 (Commissioner's Public Updates) be corrected to refer to COVID-19 FPNs.

Matters Arising

COVID-19 Fixed Penalty Notices

In response to a question, the Commissioner replied that the Force had issued 72 COVID-19 FPNs, of which 20 had been issued within the City, and 52 within the Metropolitan Police area.

4. OUTSTANDING REFERENCES

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

31/2019/P – Road Safety Statistics

- The Lead Member for Road Safety noted that it was premature to mark this reference green and therefore ready for closure. The Commissioner noted that Force statistics on road safety were geared towards a high level required by the Department for Transport, rather than being granular. In light of staff turnover the Commissioner agreed to ensure that the relevant Force point of contact liaise with the Lead Member to close the reference down.

5. CHAIRMAN'S PUBLIC UPDATE

The Chairman provided a public update on his activity and the following points were made.

- The Chairman acknowledged the COVID-19 FPN figures that had been highlighted under Minutes – Matters Arising and went on to note that policing the lockdown would grow increasingly complex as guidance changed and in light of the recent 9% increase in tube passenger traffic.

- The Metropolitan Police and City of London Police Federations were both making representations to the Mayor of London regarding proposed congestion charge exemptions for blue-light workers. It was the Chairman's understanding that NHS workers were currently exempt given their high risk exposure to COVID-19 patients, and that contrary to reports London Fire Brigade (LFB) staff were not exempt, but that LFB was meeting congestions costs incurred by its staff. The City was able to provide free parking currently for City of London Police at Minories Car Park, which is outside of the congestion charge zone.
- A Member was heard, noting that the Chairman of the Planning and Transportation Committee had made a representation to the Mayor of London regarding exemption from the congestion charge for City residents and worshippers at City churches, alongside a commitment to make all key workers exempt. The Chairman of Planning and Transportation had also requested that the Mayor make explicit when a review of the congestion charge increase would be undertaken.
- The Chairman noted his recent round of engagement, including with Policing Minister James Brokenshire to discuss redefining the Force's work on Economic Crime; along with meetings with Bob Wigley (UK Finance) and Sarah Pritchard (Director General National Economic Crime Centre). The sense from these meetings was that all parties were keen to pursue a collaborative approach to combating economic crime. Finally, the Chairman had been engaging with the Association of Police and Crime Commissioners where it was clear a stronger approach to combating fraud was being explored.
- Finally, the Chairman noted the Board's forthcoming away day on 29 July 2020.

6. **COMMISSIONER'S PUBLIC UPDATES**

The Commissioner provided public updates on a number of issues and the following points were made.

1a. **Operation TAMAR**

- The Commissioner clarified that Operation Tamar was the pan-London police response to the COVID-19 pandemic. There had been a recent slight increase in the daytime working population of the City, to 9,000 persons. This group was composed primarily of building staff implementing changes to office layouts to make them COVID compliant with a view to re-occupation, and construction site workers. The Force was holding weekly calls with major businesses to discuss any issues arising during this time. Broadly speaking there were low levels of crime within the City at present, but there had been a noticeable rise in shoplifting and calls for service were increasing.

- As noted, the Force had issued 20 COVID-19 FPNs within the City since the start of lockdown and the overall Force approach to enforcing lockdown was a 'Engage, Explain, Educate, Enforce' approach, with a recent shift from querying why a person was out in public, to ensuring a person out in public was mixing appropriately with fellow members of the public.
- The Force had reviewed the BAME breakdown of the COVID-19 FPNs issued within the City. Half of the FPNs (10) had been issued to persons of BAME background which was a high percentage. Nevertheless, 7 of those 10 FPNs were the result of 3 interactions that involved vehicles with multiple occupants who were not from the same household. The remaining 3 FPNs involved persons who had given false names/addresses or refused to give their details. 1 of the 10 FPN interactions had led to an arrest.
- Force sickness rate was still low and stood at 2%, with senior staff reviewing how many staff could return to work safely. To date the Force had incurred £305k of COVID-related expenditure.
- In response to a question regarding the Force's transportation response particularly with regards to likely increased interaction between cyclists and pedestrians, the Commissioner reiterated that the Force's approach would be to engage and educate, with enforcement as a last resort. The current low daytime population of the City eased the pressure of use of the City's many narrow streets.
- The Commander (Operations and Security) noted that the Force was working with the Department of the Built Environment regarding proposed street changes, particularly with regards to counter-terror measures and any changes to hotspots for overcrowding. The impact on road safety would only become evident after new measures had been in operation for some time.
- A Member commented that the City Streets Transportation Response (Phase 2) which was being considered at other City of London Corporation Committees referenced the Force's commitment to engaging with partner departments within the Corporation. The Commander (Operations and Security) agreed to provide confirmation this was being actively progressed (19/2020/P).
- In response to a question, the Commissioner agreed to provide a breakdown of the 52 COVID-19 FPNs issued outside the City. Of the 10 non-BAME FPNs issued inside the City, these related to two separate incidents of (a) two women travelling into the City from the east of England via Liverpool Street Stations and refusing to return home; and (b) a small group of persons seeking to make a music video within the Barbican.

- The Commissioner added that of the 52 FPNs issued within the Metropolitan Police area, 60% of those had been issued to persons of BAME background. Whilst this was a high percentage, for context Members were asked to note that the Force had been tasked with combating gang related violence, which involved specific deployments into specific communities. The Chairman and Commissioner agreed that this issue should be scrutinised in more detail by the IASG and the Performance and Resource Management Committee (20/2020/P).

2a. National Lead Force

- The Commissioner noted that the Force continued to work closely with partners including the National Crime Agency, and reported weekly to government on National Lead Force matters, and that the Commander (Economic Crime) had appeared before the Home Affairs Select Committee on 3 June 2020 to discuss Home Office response and preparedness for COVID-19 related Fraud and Action Fraud.

3a. Force Finances

- The Commissioner reiterated that the Force was tracking its COVID-19 spend, which currently stood at £305k. COVID-19 notwithstanding, the Force remained on track to achieve savings through the Transform programme.
- In response to a question regarding the financial implications of the Force adopting its own contact tracing measures, the Commissioner replied that there were issues around the security of officers' details under such a system which made costs unclear at this stage, but they were not anticipated to be excessive.
- The Treasurer noted that there was pressure on all City of London Corporation budgets because of the response to COVID-19.

7. REVENUE AND CAPITAL OUTTURN 2019/20

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

- The Commissioner confirmed that the outturn disclosures within the report at table 3 were based on budgets from which planned savings had been removed. Overall the Commissioner highlighted that the report demonstrated that to deliver savings, the Force had been carrying vacancies which had a knock-on effect on the Force's ability to deliver on its Policing Plan objectives. Nevertheless, recruitment was now being scaled up to address this issue.
- The Treasurer noted the significant variance within the report from Q3 reporting (£3.3m) and noted that lessons would need to be learned and applied to future in-year projections and reporting.

- In response to a query from a Member regarding overtime costs for the Bank of England armed escort, the Commissioner replied that the Force had renegotiated the contract with the Bank of England and was achieving improved cost recovery from the Bank. The increased overtime was the result of a number of trained Firearms officers being removed from armed duty whilst their roles in the response to 2019 Fishmonger's Hall and Whitehall Terrorist incidents were investigated by the IOPC. All officers had now returned to duty.
- The Chairman noted that the Reserves Policy was on the Board's outstanding references list (PRM 2/2020/P) and that a report would be forthcoming in July 2020. He requested a similar item of work be conducted on the Force's Action Know Fraud loan and capital funding mechanism, with an update being provided at a future meeting (21/2020/P).

RESOLVED, that the report be received.

**8. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD
BAME Recruitment to the Force**

In response to a question, the Commissioner noted that of 24 recently recruited officers, 8 of the 24 were from BAME background and 4 of the 24 were female. In response to a follow up question, the Commissioner replied that City of London Police Specials had increased to c. 80 officers, including Penny Lancaster. The Chairman requested an update on Specials at the July 2020 Board, to include potential specialist role deployments, and their recruitment and retention (22/2020/P).

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

10. EXCLUSION OF THE PUBLIC

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

11. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 14 May 2020 be approved.

12. NON-PUBLIC OUTSTANDING REFERENCES

Members considered a joint report of the Town Clerk and Commissioner regarding Non-Public Outstanding References.

13. CHAIRMAN'S NON-PUBLIC UPDATE

The Chairman provided a non-public update to the Board.

14. NON-PUBLIC COMMISSIONER'S UPDATES

The Commissioner provided a number of non-public updates to the Board.

1a. **Operation TAMAR**

The Commissioner provided a non-public update regarding Operation Tamar.

2a. **National Lead Force**

The Commissioner provided a non-public update regarding National Lead Force.

3a. **Force Finances**

There was no report to be made regarding Force finances in non-public session.

4a. **Shared Services and Transform**

The Commissioner provided a non-public update regarding shared services and Transform.

15. **ECONOMIC CRIME DIRECTORATE NORTH-WEST HUB - SPONSORED SERVICES AGREEMENT (SSA)**

Members considered a report of the Commissioner regarding the Economic Crime Directorate North-West Hub – Sponsored Services Agreement (SSA).

16. **QUARTER 4 - NATIONAL LEAD FORCE PERFORMANCE REPORT**

Members considered a report of the Commissioner regarding Quarter 4 National Lead Force Performance.

At this point of the meeting, two hours having elapsed, Members agreed to extend the meeting until all items of business on the agenda had been dealt with, as per Standing Order 40 of the Court of Common Council.

17. **CIPFA - CITY OF LONDON POLICE FINANCIAL MANAGEMENT CAPABILITY REVIEW**

Members considered a report of the Commissioner regarding CIPFA – Financial Management Capability Review of the City of London Police.

18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no non-public questions.

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

There was no other business.

The meeting ended at 1.20 pm

Chairman

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

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CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

15/2018/P	Item 4 Outstanding References	Barbican CCTV will form part of Secure City Programme when CCTV is reviewed in the round.	Commissioner of Police	DUE SIX MONTHS POST-CROSSRAIL OPENING
30/2019/P	October 2019 Item 8 Quarterly Community Engagement Update	Cyber Griffin-Evaluation report on outcomes to be submitted to the January Cyber Griffin Oversight Board and then to February PAB	Chief Exec/ Commissioner	UPDATE to be provided at 22 June 2020 Board
31/2019/P	October 2019 Item 8 Quarterly Community Engagement Update	Lead Member for Road Safety acknowledged figures sent but asked for further fuller breakdown and analysis including repeat locations. and to be circulated to Police Authority Board SIA Member to be consulted ahead of report submission to Board	Commissioner of Police	IN PROGRESS Supt Helen Isaac and Insp Myles Hilbery met with Alderman Gowman on 2 June 2020 and provided her with the KSI statistics for the last 3 years and some temporal analysis relating to time of day and by cause/ mode from FYs 2018 to 20. Supt Isaac has set up a force Working Group to explore options for collecting and analysing roads data going forward. A further meeting with Alderman Gowman is scheduled for 2 July 2020.

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

32/2019/P	October 2019 Item 8 Quarterly Community Engagement Update	Annual update on Road Danger Reduction Plan to be submitted to include elements on cycling education and enforcement in the City of London.	Commissioner / Director of the Built Environment	IN PROGRESS - PROPOSED FOR JULY 2020 Road Policing Unit Inspector has sent information regarding cycling education and enforcement to Department of Built Environment (DBE) for inclusion in the joint report. CoLP Senior Management from UPD have liaised with DBE Senior Management in order to try and get this progressed for submission to the Board in July 2020. This is currently on track.
34/2019/P	November 2019 Item 7 – Special Interest Area Update	Review of new Community Scrutiny body to be submitted to the Board in May 2020. Consideration to be given to where new Community Scrutiny Group (CSG) falls within Special Interest Area Scheme and what appropriate Member engagement with CSG might look like.	Commissioner of Police	Now due September 2020 As the IASG has only been able to meet once since its inception, a review of this arrangement would not currently be meaningful. Another meeting of the group is due in June. The Police Authority Team has therefore agreed to defer this report to September.

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

37/2019/P	November 2019 Item 9 – Annual Update on Custody of Vulnerable Persons	Police Authority Board to be updated on progress on options for provision of exercise yard at Bishopsgate Police Station.	Commissioner of Police	<p>IN PROGRESS</p> <p>A costed plan report was submitted to the informal Capital Buildings Committee on the 18 March and was approved:</p> <p>1.Works mobilisation May / June</p> <p>2.Works completion July / August</p> <p>This is currently on track but will be subject to contractors working arrangements to manage COVID-19 requirements.</p>
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CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

41/2019/P	November 2019 Item 14 – AOB – Ethical Economic Partnerships Policy	The Force should consult at the earliest opportunity with the Chairman and Deputy Chairman of the Police Authority Board, and the Chief Executive of the Police Authority, about the legal form, financial value and reputational risk of any potential external economic partnership prior to this being formalised by the Force, including where appropriate taking any decision to the Police Authority Board; The Force should publish a register of organisations that the Force is in partnership with, including high level details; and the Force should provide an annual report to the Police Authority Board on its external partnerships. Ethical Partnership reporting to be submitted to PSI Committee and Police Authority Board.	Commissioner of Police	IN PROGRESS It was agreed at the May 2020 Board that the Force would submit a list of current partnerships to the September Board . It was noted that no new partnerships were in development at present due to COVID -19 response.
3/2020/P	January 2020 Item 9 – Annual Review of Terms of Reference	Proposal on term limits to be submitted to Policy and Resources Committee and Court of Common Council, and to City Governance Review.	Town Clerk	IN PROGRESS Changes were considered by 11 June 2020 Policy Committee and will be referred to Court of Common Council for approval at its meeting on 16 July 2020.

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

5/2020/P	January 2020 Items 10 and 11 – Quarterly Reporting for Community engagement and E&I	Force to liaise with Authority and SIA Members to determine report format for six-month period.	Commissioner of Police	COMPLETE A conference call meeting was held between Mr Broeke, the AC and relevant representatives from the Force. It was agreed that going forward the E&I update to PAB would include key statistics on diversity of the workforce, recruitment and progression, from the HR Monitoring Report which goes to P&RMC. A detailed update on the current position on Diversity of the workforce was sent to Mr Broeke from the AC on 15 th June 2020.
16/2020/P	14 May 2020 – Item 3 – Public Minutes	Acting Chairman requested a full HMICFRS Recommendations update be submitted to the 22 nd June Board meeting.	Commissioner of Police	COMPLETE Report on 22 June 2020 agenda
17/2020/P	5 June 2020 – Item 1 – Chairman/Commissioner Public Statement	Statement to be circulated	Town Clerk	COMPLETED Statement issued to all Members by email on 8 June 2020 at 5.15pm

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

18/2020/P	5 June 2020 Item 3 – Public Minutes	Draft Minutes 14 May 2020 to be corrected	Town Clerk	COMPLETED
19/2020/P	5 June 2020 Commissioner's Public Update	Confirmation of Force commitment to work with Authority Department of Built Environment on Transportation COVID Response Phase 2	Commander (Operations and Security)	COMPLETE Cdr Operations reports that the Force's commitment is to be involved in policing the roads, with a desire for greater consultation by the Authority and input as things evolve.
20/2020/P	5 June 2020 Commissioner's Public Update	Breakdown of COVID FPNs to be issued to Board (BAME, circumstances etc) for both City and wider London / NB to be scrutinised by PRM Committee and IASG too	Commissioner	COMPLETE This was circulated to Members 16 June 2020 at 4.30pm.
21/2020/P	5 June 2020 Revenue and Capital Budgets 2019/20	Update on capital funding mechanism and Action Know Fraud loan to be provided to the Board	Chief Operating and Chief Financial Officer / Head of Police Authority Finance	SCHEDULED TO BE COMPLETE – report scheduled for 22 June 2020 agenda Chief Operating and Chief Financial Officer states that repayment of AF loan is scheduled to commence in 2021/22 at a rate of £2.5m p.a. as set out in the MTFP. As agreed, repayment will be

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

				expedited if the Force has an underspend in 2020/21.
22/2020/P	5 June 2020 Public Questions	Update report on Specials to be submitted to July Board	Commissioner	In Progress - due July 2020

Acting Chairman requested the below 2 be added to PAB ORs

P&RM Committee 2/2020/P	P&RM Committee 7 February 2020 Item 5 – Budget Monitoring Q3	Force Reserves Policy to be developed.	Commissioner of Police/ Treasurer	IN PROGRESS The Chief Operating and Finance Officer will be submitting a report to the 13th July Board on this matter.
P&RM Committee 3/2020/P	P&RM Committee 7 February 2020 Item 5 – Budget Monitoring Q3	Confirmation on Force compliance with POCA regulations to be provided.	Commissioner of Police	COMPLETE Narrative on this was included in the Outturn 2019-20 report on the 5 June 2020 PAB agenda.

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Committee(s): Police Authority Board Court of Common Council	Date(s): 22nd June 2020 16 th July 2020
Subject: Draft Annual Report 2019-2020	Public
Report of: Commissioner of Police Pol 45-20	For Decision
Report author: Teresa La Thangue, Communications Director	

Summary

The draft Annual Report, representing the achievements of the City of London Police for the past financial year, is submitted to the Board for approval. The report contains information on crime, financial and staff statistics, as well as a summary of performance and highlights within the year.

It is requested that any comments on and/or changes to the report be sent via the Town Clerk's Department to the Force's Communications Director by Monday 10 July 2020.

Recommendation

It is recommended that the contents of the draft Annual Report be approved, and that any comments upon the report be forwarded as indicated above.

Main Report

Background

1. The Annual Report serves as the vehicle for the Commissioner of Police to reflect upon what has been achieved in the past financial year and to report on crime, resources and financial statistics. It will be officially published during Summer after it has been presented to the Court of Common Council.

Current Position

2. The style and content of the annual report was reviewed in 2017, driven by a number of factors, the most significant of these was cost.
3. Since 2017 the annual report has been online. This year, again the report has been designed to be available solely online, and can be accessed via [this link](#). However, a PDF version has been supplied for the purposes of your Board.

4. The online edition has been constructed in such a way as to be accessible via both desktop and mobile devices. A hard copy of the content has not been produced this year.
5. The decision to produce a purely online edition was reached due to a diminishing demand for a printed copy of the report, while readership of the online edition has grown. In 2016, the last time the annual report was designed for hard copy the number of printed copies of the annual report was significantly reduced, going from the 500 copies in 2015 to 180. Of these 180, 120 were provided to the Corporation of London and CoLP Communications department retained 60.
6. This year's report has been produced in-house at no cost.
7. It is notable that most police forces do not publish an annual report in this format anymore, although PCCs are obliged to produce such a document.
8. As you will see, this report is in-keeping with the approach adopted in recent years and a short, compact document. The report takes a high-level overview of what was achieved against the previous year's priorities and in doing so, it is hoped the report replicates how the force is dedicating resource towards the force priorities. This slimmed down and high-level approach is also in keeping with the HMICFRS request that our communications illustrate 'you said – we did'.

Conclusion

9. The Annual Report is a corporate document which provides a high-level record of the Force's achievements in the preceding year in an easily accessible and engaging format.

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City of London Police

Annual Report 2019



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1 Our ambitions

01

To make the City of London the safest city area in the world.



02

To deliver a policing service that is valued.



03

To be a police force with global influence and impact.



04

To build new ethical economic partnerships.



05

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



2 Senior leadership team

Ian Dyson QPM

Commissioner

Alistair Sutherland QPM

Assistant Commissioner

T/Commander David Evans

Security and Operations

Commander Karen Baxter

Economic Crime National

Coordinator

Detective Chief Superintendent Maria Woodall

Head of Crime Directorate

Detective Chief Superintendent

Clinton Blackburn

Head of Economic Crime Directorate

Richard Waight

Head of Intelligence and Information Directorate

T/Chief Superintendent Bill Duffy

Head of Uniform Policing Directorate

Julia Perera

Human Resources Director

Cecilie Booth

Finance Director

Martin O'Regan

Estates and Services Director Development

Teresa La Thangue

Communications Director

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Police authority board

The Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. Under Section 56 of the Act, the Common Council delegated to the Police Committee all of its police authority functions (with the exception of the appointment of the Commissioner). The Committee's role is to make sure the City of London Police runs an effective and efficient service by holding the Commissioner to account; to ensure value for money in the way the police is run, and to set policing priorities taking into account the views of the community.

Membership

Douglas Barrow

Deputy James Thomson

Nicholas Bensted-Smith

Deputy Keith Bottomley

Tijs Broeke

Simon Duckworth

Alderman Emma Edhem

Alderman Alison Gowman

Christopher Hayward

Alderman Ian Luder

Andrew Lentin (External Member)

Deborah Oliver (External Member)

Deputy Henry Pollard

4 Commissioner's Foreword



The past 12 months will be remembered as some of the busiest and most challenging we at City of London Police have faced in recent years.

The year began with the inquest into the 2017 London Bridge/Borough Market terrorist attack. Officers from City of London Police who had been involved with the policing operation on night of the attack, alongside officers responsible for security in the Square Mile, gave evidence over 11 weeks. At times, the testimony my officers gave was harrowing and distressing, although a consistent theme of dedication, professionalism and exceptional bravery shone through.

Sadly, City of London Police officers were again required to respond to a terrorist attack in the City on 29 November 2019. The incident, which began in Fishmongers Hall, left two young people dead and the attacker, who was shot by officers from City of London and the Metropolitan Police.

These two events, a few months apart, serve as stark reminders that the City of London remains a target for terrorists. Protecting the Square Mile from the threat of terrorism is this Force's dominant priority. We were therefore delighted that the City of London Corporation, in 2019, provided additional funding to enable an increase in our Project Servator resources. Project Servator is an innovative policing technique piloted and developed within City of London Police, that aims to deter, detect and disrupt a range of criminal activity, including terrorism.

The designated Servator funding from the City of London Corporation is in addition to officers recruited under the Government's recruitment programme and other activity already underway in 2019, leading to officer numbers at City of London Police increasing from 735 in 2019 to 767 at the end of March 2020. We anticipate recruiting a total of 44 new officers under the Government programme and have ambitious plans that will see our officer and staff numbers at 887 and 502 respectively over the coming year.

We have worked with the Police Authority Board of the City of London Corporation to ensure appropriate levels of funding are available for the City of London Police over the medium term. This makes me optimistic for the Force's future financial position.



During the past 12 months, the national response to fraud underwent renewed focus, led by colleagues at the National Crime Agency (NCA). As part of this programme, in December 2019 City of London Police began operational activity against courier fraud, working in partnership with police Forces across the country. This culminated in a week of action in and around London in February 2020; Operation Radium saw 44 arrests with charges brought against 18 individuals who targeted the elderly and vulnerable in our communities. You can read more about our work, as the national policing lead for fraud, in this report.

Action Fraud, the national fraud and cyber crime reporting centre, hosted by the City of London Police, found itself under intense media scrutiny in August 2019 with an exposé in The Times newspaper, after a journalist spent a week undercover in the outsourced call

centre. A series of articles identified a number of deeply concerning behaviours and practises at the call centre. Working at pace with the call centre supplier, Concentrix, several of the key concerns were immediately rectified and work continues with Concentrix to ensure call centre staff follow the professional standards expected of those associated with City of London Police.

The above is little more than a precis of what we as a police force encountered in 2019/2020, and as I write this, we are in the midst of an international crisis, the like of which we have not seen in our lifetime. Policing is having to change and adapt as we look to the future, but in a situation where uncertainty dominates, I remain certain that the force I lead, and others across the country, will come through these extraordinary times undoubtedly different, but hopefully stronger.



Chairman's Foreword



My four years as Chairman of the Police Authority Board have been an honour and a privilege. Together with the Police, we have faced a number of challenges and worked diligently to overcome them. This was particularly evident in our response to the terrorist incidents in and around the City at Westminster, London Bridge and Fishmongers' Hall. This was not only shown in the dedication, bravery and professionalism shown by our police officers at the time, but also in the Board successfully securing funding for sixty-seven new posts that will ensure the City is safe and secure for those who work, live in or visit the Square Mile for the years ahead.

We also have government funding for a further forty-four posts which will be used in helping the Force deliver the National Fraud Strategy. As the National Lead Force for Economic Crime, the Force is committed to ensuring that the UK remains a hostile place for fraudsters and for serious organised crime groups.

Policing the City is not just the role of the Force but involves the City of London Corporation as well as many other partners, working together, with the Force to help prevent crime. The Safer City Partnership, our crime and disorder reduction partnership is an important embodiment of the spirit and community in the Square Mile. This Partnership continues to be a productive forum where key partners come together to ensure the safety and security of all those in our community.

The challenge that has been ever-present in our minds for many years now, is that of providing a world class police force while meeting national financial constraints. We have worked closely with the Commissioner and his team in the development of the Force's Transform Programme, which will provide a 21st century police force for the City. I therefore look forward with confidence and anticipation to our future, in the knowledge that we are privileged to have one of the finest forces in the country looking after the safety and security of our community of residents, workers and visitors.

It has been a real pleasure to work with so many engaged in policing the City and I can honestly say my life has been enriched by those I have worked with over the last four years. I know that my successor is ideally qualified and enthusiastic to lead the Board through the challenges of the next four years and pledge him my full support.

6 Developing our priorities

Our priorities, which form the core of our policing plan, are set with our Police Authority. We assess all the risks and threats that impact on the City of London, considering the level of harm they present together with the likelihood of them occurring.

From this we develop a risk register and a number of strategic assessments, which together provide an evidence base for the priorities adopted for the City of London. They also demonstrate how we are addressing identified threats and risks.

We engage with our community and listen to their concerns so they can influence how policing is delivered in the City of London, whilst engaging with key people ensures our service is bespoke to the needs of the business City. Engagement at the most local level, with residents and workers, ensures that grass-roots concerns are heard and addressed. We pay close regard to our obligation to support the national Strategic Policing Requirement, which sets out those matters relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. Cyber crime and the threat posed by child sexual exploitation were the latest additions to the requirement.

As many of our priorities directly support our national commitments it is no longer cited as a separate priority. When setting our priorities we also take account of our commitments to the Safer City Partnership and to the City of London Corporation's key aim for a safe and secure City. This ensures we support community safety priorities, just as our partners have regard to our priorities when setting their own.

The resulting priorities for 2019/20, addressed both our national and local obligations.

Also listed are the activities we undertook to meet the priorities and the outcome of our actions.

Click the headings to view our stats in more detail.

Countering terrorism



1,038+
Project Servator
deployments



57
Arrests made by Project
Servator officers

Cyber crime



100%
Referrals of Cyber Crime
investigated



75%
Organisations who receive
PROTECT advice change
their behaviour

Roads policing



556
HGVs stopped, resulting in
439 offences identified



235
Offences recorded relating
to not wearing a seatbelt,
using mobile phone while
driving or speeding

Fraud



£5.5M*
Confiscated in assets from
criminals.



£1.1m*
Compensation paid to
victims. *approx

Violent and acquisitive crime



24%
Increase in Victim Based
Acquisitive crimes



1%
Decrease in Victim Based
Violent Crime

Public order



468
Events in the City of London



112
Recorded protests within the
City

Vulnerable people



73%
Domestic Abuse conviction
rate



49
Individuals referred for
support with their mental
health.

7 Highlights

Courier fraud

Earlier this year, we co-ordinated awareness-raising and enforcement activity against criminals committing courier fraud across all 43 police forces in England and Wales. With colleagues from nine police forces, 44 arrests were made.

The culmination of the campaign was three weeks' worth of activity across London, with 24 people arrested and 18 premises searched. These were joint operations alongside Kent Police, West Mercia Police, Hertfordshire Police, Dorset Police and the DCPCU (Dedicated Card and Payment Crime Unit).

Other operational successes as a result of the focus on courier fraud included:

- 14 people charged with fraud offences, with two pleading guilty.
- 18 searches revealing substantial sums of cash, jewellery and high value designer goods.
- Phone scripts found which helped fraudsters target victims.
- One seizure of £5,000 which was directly linked to a victim and returned.
- 32 bank cards seized which equated to £100,000 of fraud.
- Four fraudulent passports seized.
- One offender returned to prison after absconding in April 2019, where he was already serving time for courier fraud.

Courier fraud deeply impacts predominantly vulnerable victims. Over the past two years there have been 3,188 victims with total losses of over £12 million. Victims are most commonly women aged over 80.

Action Fraud campaigns

In 2019 we worked with industry to raise awareness of two common types of fraud – ticket fraud and holiday fraud.

In June we partnered with the Society of Ticket Agents and Retailers (STAR) to urge people to take more care when buying tickets online for live events.

We advised the public to avoid disappointment by always buying tickets from an official event organiser or website rather than a secondary ticket source. This was after 4,755 people lost an average of £365 in the previous year.

Margot James, the Minister for Digital at the time, gave her support to the campaign, the enforcement agencies pursuing the criminals, and also STAR and Action Fraud for their work in raising awareness of how consumers can protect themselves.

In May, alongside ABTA, we warned people about holiday and travel fraud after over 5,000 people reported total losses of over £7 million – an increase from the previous year.

Just over half of the crimes reported were related to the sale of airline tickets. A quarter related to the sale of accommodation, with a peak in reported losses in October. This showed that many victims report their loss after the end of the summer holidays - the busiest time of year for travel and a popular target for criminals.

Public Order

The City saw an increase in high profile demonstrations in 2019. In the spring, policing across London managed wide-spread protests from Extinction Rebellion and during this time, the City was targeted twice, with the most serious disruption occurring when a large number of protestors blocked Bank Junction. We policed this event with our customary professionalism, although we are aware it led to significant disruption across the Square Mile.

Extinction Rebellion came to the City again in October, when protestors occupied Smithfield Market overnight. We engaged extensively with the protest group and market stallholders prior to the event and were pleased the demonstration passed without any significant issues.

In contrast, there were a number of public order events in and around Old Bailey over the year as a small group of people chose to protest while Stephen Yaxley Lennon attended various hearings at the Central Criminal Court. These protests

unfortunately required a different policing stance as, on occasion, they became violent.

Both series of protests serve to show the City remains a location favoured by those who wish to exercise their right to peaceful protest and the ongoing necessity of City of London Police to facilitate this right.

Man jailed for impersonating partner to make £1m fake death claim

Insurance Fraud Enforcement Department (IFED) kicked off 2020 with a bang, securing 11 guilty convictions in January, which included one man who was jailed after he impersonated his partner on the phone to try and fake his own death in Pakistan and make a false insurance claim worth a total of £999,999.



Syed Bukhari, 39, who was already serving seven years and 11 months in prison for unrelated fraud offences, received an additional five years and seven months in prison to run consecutively to his current sentence.

A voice analysis expert compared Bukhari's voice to the one on the



calls allegedly made by his partner and determined that there was strong support to advocate that the 'unknown speaker' on the call was Bukhari.

IFED inquiries also revealed that Bukhari submitted fake documents to try and substantiate his claim, including a medical certificate of cause of death, a death registration certificate and a trust document.

It was also discovered that the cemetery named on the death certificate, where Bukhari had allegedly been buried, had no record in its register of it happening on the date listed or a week either side.

City of London Police launch 'Bleed Control Kits' initiative



In November 2019, the force launched a new initiative to provide 320 life-saving 'Bleed Control Kits' to late-night venues in the Square Mile.

The initiative followed a similar launch by West Midlands Community Safety Partnership in partnership with The Daniel Baird Foundation.

Lynne Baird, Daniel's mother, runs the foundation in memory of her son, who was fatally stabbed while out with friends in Birmingham on 8 July 2017. There was no first aid or Bleed Control Kit available, and Daniel died shortly after arriving at hospital, due to catastrophic bleeding.

These kits help save precious time until paramedics arrive at the scene and prevent instances of catastrophic bleeding from leading to a fatality.

The City of London Police is funding the initiative and staff at venues who receive these kits will be given training by Prometheus Medical who developed and produced them.

Just over a week after launching the initiative, we were pleased to see that one was available to aid the victim of a violent assault. As intended, the kit was readily available to help the victim until paramedics arrived on the scene and they are now safe and doing well.

Police seize £7.5 million of counterfeit goods during huge operation in Cheetham Hill.

In March 2020 PIPCU executed warrants of three premises in central Manchester. The large scale operation involved 100 officers and staff and was aimed at cracking down on the sale of counterfeit goods. The operation was led by the City of London Police, with help from Greater Manchester Police and Immigration Services. The raid uncovered an estimated £7.5 million of

branded clothing, shoes and perfume suspected to be counterfeit and 15 people were arrested, 11 for offences relating to the distribution of counterfeit goods and four for immigration offences.



The operation highlighted that counterfeiting is not a victimless crime and fake items pose a health risk to individuals as they usually are not fit for purpose or have not gone through the legal health and safety checks.

Officers worked throughout the night to clear all three units, they confiscated suspected counterfeit: shoes, clothing, handbags, watches, wallets, perfume,

sunglasses, headphones, and fake brand labels. Mobile phones and cash were also seized from those arrested.

Since the operation all three premises remain shut.

Fishmongers' Hall

On 29 November 2019, once again, the City experienced a tragic terrorist incident in Fishmongers' Hall and on London Bridge: an attack which resulted in the loss of two innocent lives and the death of a terrorist, who's was intent on causing maximum loss of life and harm to our community.

The terrorist was attending an offender rehabilitation conference in Fishmongers' Hall when he threatened to detonate what turned out to be a fake suicide vest and started attacking people with two knives.

Firearms officers from the City of London Police and the Metropolitan Police Service responded within five minutes of the initial 999 call and shot the terrorist dead. The response was exceptional, both in the speed with which officers arrived at the scene, and the calm and professional way in which officers responded to protect the public. Their efforts were then replicated by the fantastic work carried out by the response officers who provided vital life saving emergency first aid in and around Fishmongers' Hall and London Bridge.

On 30 November 2019, the day after the attack, the Prime Minister Boris Johnson, and Home Secretary Priti Patel attended the site of the attack before visiting Bishopsgate Police station to meet City of London police officers, accompanied by Commissioner Ian Dyson.



Commissioner Dyson later met the Mayor of London, Sadiq Khan and Commissioner of the Metropolitan Police Service, Cressida Dick at London Bridge where they paid their respects to the victims of the attack.

Project Servator uplift

An agreement was reached in 2019 to bolster our Project Servator resources as part of the wider uplift in officer numbers across the force.

This has enhanced our capability to achieve the aim of this innovative policing approach – to disrupt a range of criminal activity, including terrorism, whilst providing a reassuring presence for the public.

Project Servator was established in the City of London in partnership with the Centre for the Protection of National Infrastructure (CPNI) in 2014.

Since then, 23 other police forces have adopted it under our leadership, including New South Wales Police Force in Australia.



As the founding and national lead force, it is vital that we continue to invest in our people and training to ensure that we continue to provide an effective leadership role worldwide and demonstrate the benefits this approach brings.

Over the year, people who spend time in the City will have noticed our Project Servator officers engaging with the public and businesses to encourage them to be our extra eyes and ears and report anything that

doesn't feel right.

This is a crucial part of the approach, as we endeavour to create a network of vigilance that makes it more difficult to succeed for those who seek to cause harm through committing crime or acts of terror.

We have worked with a number of businesses and organisations, such as tourist attractions, to provide training that enables them to maximise safety and security using their existing resources.



8 National Lead Force

Introduction

Since 2008, the City of London Police has been the national lead police force for fraud. This is a broad role that encompasses many aspects of the volume economic crime landscape, from investigating some of the country's most complex frauds to hosting the national fraud and cyber crime reporting centre, Action Fraud.

Partnership working

Fraud and cyber crime are currently the most prevalent crimes encountered in the UK. To combat this problem, a partnership approach to managing economic crime has been developed that includes industry, Government, regulators, other law enforcement agencies and overseas organisations.

In 2016, these entities were brought together under the umbrella of the Joint Fraud Taskforce (JFT). Alongside our role in the JFT, we have a number of innovative partnerships in place to police particular economic crimes, or assist an organisation in meeting specific goals in the counter-fraud sphere:

- The Insurance Fraud Enforcement Department (IFED) is an innovative policing unit entirely funded by the insurance industry to combat insurance fraud.
- The Police Intellectual Property

Crime Unit (PIPCU) is the country's only dedicated intellectual property crime unit, funded by direct grant from the Intellectual Property Office (IPO).

- The Dedicated Card and Payment Crime Unit (DCPCU) consists of officers from the City of London and Metropolitan Police Service, and is funded by the banking industry. The unit's sole purpose is combating crimes associated with banking and payments.
- In 2018 we signed a three year sponsorship agreement with Lloyds Banking Group to deliver unique projects with the bank to counter economic crime. These units and projects sit alongside and work closely with our specialist fraud teams.
- In 2018, a multi-agency centre known as the National Economic Crime Centre (NECC) was set up with the core partners comprising of the National Crime Agency (where it is based), City of London Police, Serious Fraud Office, Financial Conduct Authority, Crown Prosecution Service and Her Majesty's Revenue and Customs. It works closely with the private sector with the aim of reducing economic crime.

Also as part of our remit as the National Lead Force, we engage with police forces across the country to share best practice in fraud investigation and host the Economic

Crime Academy, which provides training in counter-fraud and other economic crime techniques to both private and public sector organisations.

Action Fraud, the national fraud and cyber crime reporting centre

Launched in 2005, Action Fraud is the only national crime reporting system in the UK and, we believe, in the world.

All frauds and a majority of cybercrimes in England, Wales and Northern Ireland, are reported to Action Fraud. These reports are then analysed by the National Fraud Intelligence Bureau (NFIB), also hosted by City of London Police, and then either sent onto the police force where we believe the suspect resides, or retained within the NFIB to inform our disruption and warning activity.

Action Fraud and the NFIB do not investigate fraud. The system constructs an intelligence picture and uses state-of-the-art technology to identify patterns in fraud reports. This information is used to prevent further frauds by requesting removal of enablers such as websites, phone lines and bank accounts. It also provides police forces with the intelligence to investigate and enforce against criminals operating in their areas.

In 2018, significant investment by the Home Office and City of London Corporation in the service

led to a comprehensive overhaul of the reporting facility, including the creation of a user-friendly reporting interface for businesses, enabling up to 1,000 crimes to be reported in a bulk upload and an end-to-end 'track my crime' facility.

Cyber Protect

Alongside our fraud work, we also have responsibilities in the cyber crime environment, working with the National Crime Agency and the National Cyber Security Centre, to provide protection advice to businesses and individuals. Our response was first tested during the 'Wanna Cry' attack of May 2017, when we played an integral role, advising businesses about how they could keep themselves safe.

We continue to work alongside key partners to ensure both business and individuals in the UK, and locally in the City, have the tools and skills necessary to protect themselves from cyber crime in all its forms.



1. Improvements and changing the way we work:

Times investigation

In August 2019, the results of an undercover investigation by a Times journalist were published. The journalist had spent a week in the outsourced Action Fraud call centre and witnessed some unacceptable behaviour. Using his experience as a 'mystery shopper' source, we worked quickly with the call centre's parent company to investigate. As a result, training was modified, expected behaviours were reinforced and a handful of people were subject to the disciplinary process and some ultimately lost their jobs.

Tasking to improve the response to fraud

In December 2019, the National Crime Agency Director General, Lynne Owens, issued a 'tasking' to improve the response to fraud.

The tasking, which was made under the Crime and Courts Act 2013, followed a discussion with Chief Constables and other partners at the National Strategic Tasking and Coordination Group (NSTCG) earlier in the month.

It applies to all police forces and Regional Organised Crime Units in England and Wales, Police Scotland, the Police Service of Northern

Ireland, the Serious Fraud Office, Her Majesty's Revenue and Customs and the Financial Conduct Authority. It was only the fourth tasking ever issued by the NCA.

It was proposed jointly by Graeme Biggar, the Director General of the National Economic Crime Centre, and Commissioner Ian Dyson, to step-up the national response to fraud immediately, with activity continuing over the next year focused on improving the intelligence picture on fraud, pursuing offenders causing the highest harm and increasing the priority of fraud across the system.

2. Operational successes:

Op Otello/Radium

In the first of a series of operations co-ordinated by the NECC under the umbrella of Operation Otello, the City of London Police led an operation against courier fraud: Operation Radium. Courier fraud typically targets older people, most notably women over 80 years of age. Operation Radium involved developing content for an awareness campaign on social media, and in local print and broadcast outlets, across all 43 police forces in England and Wales, which was also picked up by other law enforcement agencies and partner organisations. There was a period of intense operational activity over a three week period, which led to 18 search warrants being carried out, working with five other police forces, and 44 arrests of people accused of committing courier fraud were made.

Indian call centres

A significant proportion of Computer Service Software Fraud against UK citizens and citizens around the world was identified as originating from India. Working with Microsoft, both in the UK and in India, we were able to liaise with Indian police forces and targeted seven call centres at the end of 2019, which resulted in 14 arrests. We provided intelligence, including the assessment of the impact on UK victims - which is a necessary part of building a case for the Indian police authorities to take action - which led to police operations against a further 27 fraudulent call centres and a further 68 arrests.

3. Big cases:

The City of London Police Fraud Squad takes on many of the UK's most complex and significant fraud investigations. It includes units dedicated to combating money laundering and recovering the proceeds of crime.

Brothers jailed over investment scam which saw 350 victims lose £6.2m

In June 2019, Marvin and Craig Brooks, both of Sutton Coldfield, were sentenced at Birmingham Crown Court for the part they played in running boiler room scams in which victims were cold-called and convinced to invest in worthless carbon credits and rare earth metals. This led to 350 people losing a total of £6.2 million. Marvin and Craig ran three companies, Bric Global Ltd,

Citygate Capital PLC and Rare Earth Commodities Ltd, between June 2011 and July 2013. Bric Global claimed to be investment brokers "specialising in the green energy market" while Citygate Capital PLC and Rare Earth Commodities Ltd claimed to offer investment opportunities in rare earth metals and oxides.



The City of London Police's Fraud Squad began investigating Bric Global in November 2012 following more than 10 reports into Action Fraud. The victims claimed to have been cold-called by Bric Global about short to medium term Voluntary Carbon Credit investments (VERs), which the brokers said could double, or in some cases triple, within 6 to 18 months. When the victims asked for their VERs to be sold, Bric Global's employees created obstructions and delayed any sale or return of funds. The victims were either told they had to wait for the right time to make a bulk sale, or were pressured into buying more credits to make their portfolios more attractive to investors.

Some victims were also encouraged by Bric Global staff to further invest in a "new profitable commodity" – rare metals. Victims then invested further

significant funds through the Brooks brothers' other companies, believing again that they would make profits in a short period of time.

Detective Sergeant Marek Coghill of the City of London Police's Fraud Squad said:

"This was an extensive investigation reflected in the sheer number of victims who fell prey to the Brooks' manipulation.

"The financial loss to over 350 victims in this case is substantial, but the toll that this type of cynical and indiscriminate crime can take is far greater. These offences are not victimless crimes. They target elderly and infirm members of the public, many of whom are often vulnerable."

Through the proceeds of crime act we recovered £500,000, and a further £300,000 in assets was identified and ordered, at court, to be paid over immediately. All of these funds will be used to repay the victims.

Football agents and manager sentenced over corruption scandal

An assistant manager at a football club and two football agents were sentenced for accepting and paying bribes to facilitate the transfer of players at Barnsley Football Club, following an investigation by the City of London Police's Fraud Squad. In January 2020, at Southwark Crown Court, the three men received the following:

- Football agent Giuseppe Pagliara, 64, of Higher Croft, Whitefield, Manchester: Two years imprisonment, suspended for two years. 300 hours community work, 7pm-7am electronically tagged curfew for four months.
- Football agent Dax Price, 48, of Susans Lane, Upchurch, Kent: 18 months imprisonment, suspended for 18 months. 250 hours community work, 8pm-6am electronically tagged curfew for three months.
- Football coach Thomas Wright, 53, of Dark Lane, Barnsley: 12 months imprisonment, suspended for 12 months. Ordered to pay £5,000 to the Telegraph within 28 days and £3,000 in court costs.



In September 2016, the City of London Police's Fraud Squad was provided information by national newspaper, the Daily Telegraph, about various football agents who were thought to be facilitating bribes with individuals at football clubs, between 4 May 2016 and 30 September 2016. The information was reviewed by detectives and a criminal investigation was launched in November 2016, into the dealings of Pagliara, Price, and Wright.

The three men were interviewed on a voluntary basis between December 2016 and April 2017. They were then charged with bribery offences on 31 August 2018 after detectives reviewed over a hundred hours of video and audio recordings made by undercover journalists. These showed all three men were involved in offering and taking bribes for the placing of players at Barnsley Football Club. Additionally, Wright supplied confidential information regarding the contracts of players already at the club.

DC Chris Glover from the City of London Police's Fraud Squad said:

"This has been a long and complex investigation, but today is a significant result for the City of London Police, and all of policing, when it comes to investigating bribery. This case is the first in the UK relating to corruption in the football industry and shows how offending of this nature can destroy someone's career and reputation, leaving them with nothing but a criminal record."

Ongoing activity

Far from being a 'victimless crime', fraud has been shown to have what can be a severe impact on the people duped by criminals who seek to exploit their victims to benefit their criminal lifestyles. Fraud victims can be left with feelings of shame and, in some cases, can result in severe depression, even to the extent of suicidal feelings. Action Fraud deals with almost a million contacts from

people reporting fraud and we know that an estimated third of frauds are never reported. In the last year, City of London Police has taken action to bear down on fraud by:

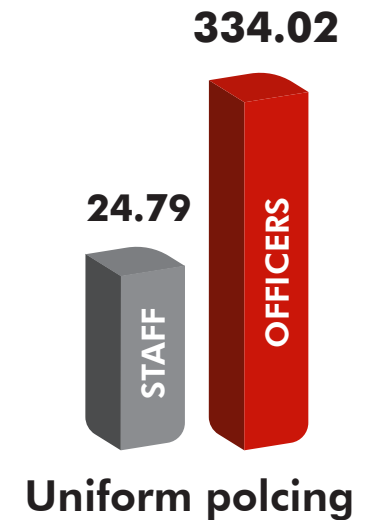
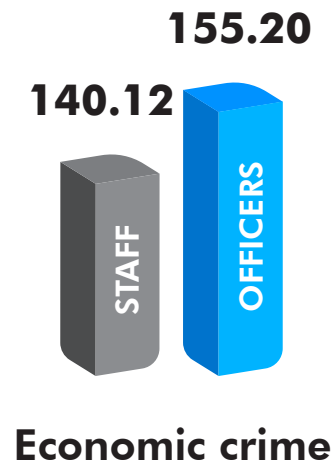
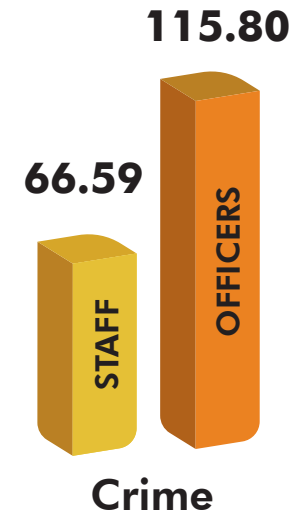
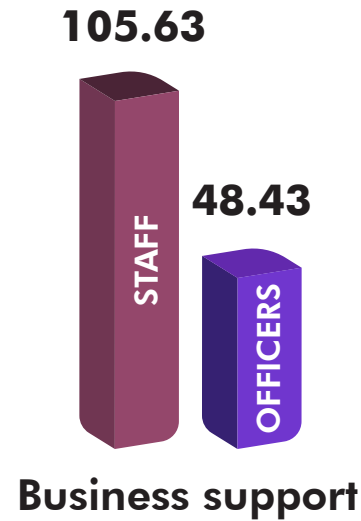
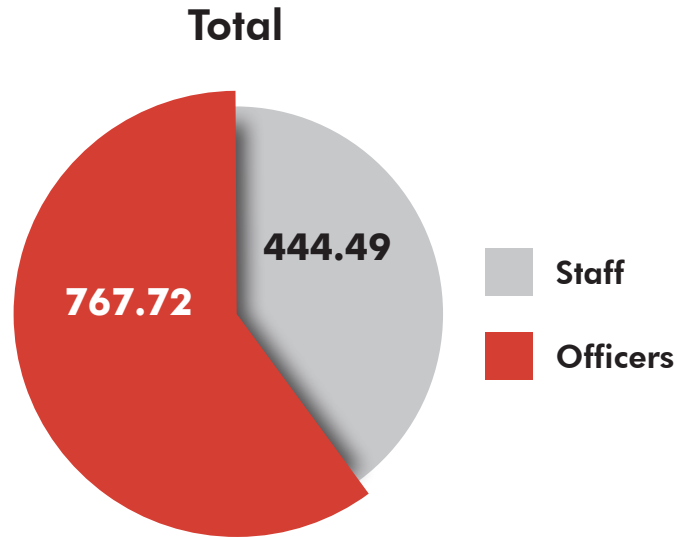
- Reviewing and recording 80,000 crimes for future intelligence;
- Developing 31,000 crimes to send on to police forces;
- Taking down 9,600 fraudulent websites;
- Disrupting 1,200 social media accounts involved in fraud;
- Suspending 685 email accounts; and
- Disrupting 7,700 bank accounts/cards meaning over £37 million of losses were prevented.



Only by working with Government, police forces and other law-enforcement bodies and with private business, can the scourge of fraud be tackled in a whole-system solution which recognises its impact and has the necessary resources to address this prevalent and pernicious criminal activity.

9 Our resources

In the past year the force received an uplift in Police numbers from 753 to 781 (headcount). We currently have 285.87 detectives across all directorates, this is over a third of our police officer establishment. Civilian support staff make up a third of the workforce and hold a varied range of roles across the organisation.



10 Finances

	2019/20				2018/19	
Revenue	Latest Approved Budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
EXPENDITURE						
Premises related expenses	3,592	2.7	10,212	6.9	10,019	7.0
Transport related expenses	1,368	1.0	2,480	1.7	2,141	1.5
Supplies and services	11,016	8.2	21,056	14.1	13,568	9.5
Third party payments	20,412	15.2	10,335	6.9	13,913	9.8
Central and other recharges	3,851	2.9	3,725	2.5	3,884	2.7
Surplus transferred	0	0.0	2,060	1.4	998	0.7
Unidentified savings	(4,766)	(4)	0	-	0	-
Capital expenditure (inc. Financing Costs)	0	0.0	0	-	0	-
Contingencies		0.0	0	-	0	-
Total - other expenditure	35,473	26.4	49,868	33.5	44,523	31.3
Employees (inc. Pensions)	98,884	73.6	99,051	66.5	97,828	68.7
Total expenditure	134,357	100.0	148,919	100.0	142,351	100.0
INCOME						
Home Office revenue grants (Principal Formula and SSA)	57,100	42.5	57,100	38.3	55,900	39.3
Police Authority	13,000	9.7	13,000	8.7	10,700	7.5
Total basic income	70,100	52.2	70,100	47.1	66,600	46.8
Other Home Office revenue grants	46,579	34.7	49,041	32.9	46,415	32.6
Other grants, reimbursements and contributions	14,383	10.7	24,196	16.2	19,707	13.8
Surplus transferred	0	0.0	2,000	1.3	6,598	4.6
Customer, client receipts and recharges	3,295	2.5	3,582	2.4	3,031	2.1
Home Office capital grant / capital receipt						
Total income	134,357	100.0	148,919	100.0	142,351	100.0

11 Crime figures

ALL CRIME		
2018/2019	2019/2020	% Change
7246	8755	+21% ↑

ALL OTHER THEFT OFFENCES	ARSON	BICYCLE THEFT	BURGLARY BUSINESS/COMMUNITY	BURGLARY RESIDENTIAL	BURGLARY ALL
2018/2019	2018/2019	2018/2019	2018/2019	2018/2019	2018/2019
1853	0	473	302	13	315
2019/2020	2019/2020	2019/2020	2019/2020	2019/2020	2019/2020
2689	3	442	308	23	331
% Change	% Change	% Change	% Change	% Change	% Change
+45% ↑	NA	-7% ↓	+2% ↑	+77% ↑	+5% ↑

CRIMINAL DAMAGE	DEATH OR SERIOUS INJURY UNLAWFUL DRIVING	DRUG POSSESSION	DRUG TRAFFICKING	HOMICIDE	MISCELLANEOUS CRIMES AGAINST SOCIETY
2018/2019	2018/2019	2018/2019	2018/2019	2018/2019	2018/2019
220	0	391	102	1	170
2019/2020	2019/2020	2019/2020	2019/2020	2019/2020	2019/2020
269	0	574	159	2	264
% Change	% Change	% Change	% Change	% Change	% Change
+22% ↑	NA	+47% ↑	+56% ↑	+100% ↑	+55% ↑

OTHER SEXUAL OFFENCES	POSSESSION OF WEAPONS OFFENCES	PUBLIC DISORDER	RAPE	RAPE AND OTHER SEXUAL OFFENCES	ROBBERY OF BUSINESS PROPERTY
2018/2019	2018/2019	2018/2019	2018/2019	2018/2019	2018/2019
74	67	424	28	102	45
2019/2020	2019/2020	2019/2020	2019/2020	2019/2020	2019/2020
78	80	476	16	94	36
% Change	% Change	% Change	% Change	% Change	% Change
+5% ↑	+19% ↑	+12% ↑	-43% ↓	-8% ↓	-20% ↓

ROBBERY OF PERSONAL PROPERTY	SHOPLIFTING	STALKING AND HARASSMENT	THEFT FROM A MOTOR VEHICLE	THEFT FROM PERSON	THEFT OF MOTOR VEHICLE
2018/2019	2018/2019	2018/2019	2018/2019	2018/2019	2018/2019
193	923	147	55	637	55
2019/2020	2019/2020	2019/2020	2019/2020	2019/2020	2019/2020
123	891	116	40	907	40
% Change	% Change	% Change	% Change	% Change	% Change
+32% ↑	-3% ↓	-21% ↓	-27% ↓	+42% ↑	-27% ↓

VEHICLE INTERFERENCE	VIOLENCE WITH INJURY	VIOLENCE WITHOUT INJURY	VICTIM-BASED VIOLENCE	VICTIM-BASED ACQUISITIVE	CRIMES AGAINST SOCIETY
2018/2019	2018/2019	2018/2019	2018/2019	2018/2019	2018/2019
14	462	586	1298	4574	1154
2019/2020	2019/2020	2019/2020	2019/2020	2019/2020	2019/2020
11	362	715	1289	5641	1553
% Change	% Change	% Change	% Change	% Change	% Change
-21% ↓	-22% ↓	+22% ↑	-1% ↓	+23% ↑	+35% ↑



Violent and acquisitive crime

What we said

- Work in partnership and be innovative in our approach to tackling crime, targeting hotspots and known offenders.
- Adopt a collaborative approach to problem solving to maintain the City of London as a low crime, safe area.
- Tackle alcohol-related crime through a joined up, partnership approach.
- Mount specific, targeted operations to address emerging challenges and provide quality-focused investigations, with high quality evidence supporting successful prosecutions.
- Ensure victims can easily report crime and thereafter, receive a professional response.
- Maintain our focus on incidents of domestic abuse and child protection, which remains an integral part of our victim care strategy.
- Work with our residents, businesses and workers to encourage them to take an active role in crime prevention.
- Continue to identify and target persistent offenders to reduce re-offending.

What we did

- Reviewed and improved our use of our patrol strategy that targets hotspots and focuses resources where they are most needed.
- Run specific operations targeting different types of offending.
- Worked closely with partners and utilised problem solving techniques to impact positively on volume offending, including acquisitive and alcohol-related crime.
- Taken a full role in our local Safer City Partnership.
- Operation Sceptre: working in partnership with MPS and BTP with the aim of reducing knife crime by targeting not only those who carry and use knives, but also the supply, access and importation of weapons.
- Violent Crime Task Force – Partnership policing with the MPS tackling serious violent crime in the Capital.

Outcome

- Victim Based Violent Crime has seen a 1% reduction compared to 2018/19, equating to 9 less offences.
- Victim Based Acquisitive crimes experienced an increase 23% compared to 2018/19. This represents an increase of 1067 offences.
- HMICFRS graded our Crime Data Integrity as “GOOD” within the 2019 CDI inspection stating that the Force has:
 - high levels of crime recording accuracy overall;
 - an effective process to identify and record crimes related to domestic abuse;
 - robust crime recording governance and performance management arrangements; and
 - an effective feedback process so officers and staff who make errors can learn the correct requirements for their future crime recording decisions.



Countering terrorism

What we said

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- Work in partnership with our community, national and international partners to protect the City of London from terrorism.
 - Engage with City businesses, schools, other institutions and stakeholders to identify any venues or individuals who may be engaged in extremist rhetoric.
 - Engage with groups and individuals to prevent them from turning to terrorism and extremism.
 - Support the Corporation of London's lead in educating staff from partner agencies and the voluntary sector with regard to preventing terrorism.
- Work with City businesses to improve awareness and response capabilities in organisations across the City.
- Provide up to date protective security advice and guidance to residents and businesses.
 - Develop new and improve existing tactics to counter the threat from terrorism.
 - Use intelligence and analysis to target the deployment of resources to disrupt terrorism.
 - Deploy unpredictable Project Servator patrols to disrupt terrorism including attack planning activity such as hostile reconnaissance.
 - Make full use of existing and emerging technology (CCTV and automatic number plate recognition) to complement our service delivery.

What we did

- Completed over 500 briefings, training exercises and table-top exercises over the course of the year to ensure residents and businesses remain informed, and in the case of first responders and the wider police family, have the skills to respond appropriately to identifying suspicious behaviour and responding to an incident should it occur.
- Worked closely with our partners in the MPS, the City of London Corporation and national security agencies regionally and nationally to protect the City of London from the threat of terrorism. This included the exchange of intelligence and analysis to inform our approach to tackling terrorism. Our work with partners has included initiatives aimed at deterring individuals turning to terrorism and to support families affected by extremism and radicalisation.
- Continued to develop our tactics and use of Project Servator whilst developing the role out to forces nationally and internationally.
- Investigated over 115 reports of suspicious activity related to terrorism.
- Increased awareness of suspicious activity through bespoke training sessions.
- Led the way on the assessment of Crowded Places within the square mile, establishing and maintaining relationships and work practises with partners that is being held as national best practice.

Outcome

- 1678 people received ACT (Action Counters Terrorism) training within the year.
- Enhanced collaboration with the Corporation of London public realm teams have led to the implementation of a number of security and safety projects across the City of London.
- Project Servator activity
 - Over 1,000 deployments.
 - Over 33,500 Engagement messages given to the public.
 - 66 Stop & Searches undertaken.
 - 44 Positives from Stop & Search activity.
 - 57 Arrests made.
- The majority of residents, workers and visitors feel safe in the City of London. Our community survey which was undertaken online and via street interview recorded 82% of respondents feeling safe in the City during the day and 56% feeling safe after dark, and 21% feel unsafe. While 99% of interview respondents felt safe within the City during the day with 86% feeling safe after dark as well. These results are largely in line with results seen in 2018.
- Our resources are being effectively used to counter the threat from terrorism and the City of London remains a safe and secure location to live, do business and visit.
- HMICFRS consider the force's response to the threat from terrorism (and associated protective services) to be appropriate.



Cyber crime

What we said

- Enhance understanding of cyber crime through working in partnership with other law enforcement agencies, and apply proactive intelligence and prevention strategies to address it.
- Improve our capability to tackle cyber crime by training our frontline staff (including call centre and front desk staff) to recognise cyber-related reports of crime to enhance intelligence and evidence gathering.
- Train our officers in the skills necessary to investigate cyber crime effectively. Embed tackling cyber crime into core community policing. Be flexible across geographical boundaries. Support our residents, businesses and workers to protect themselves against the risk from cyber crime.
- Intervene to stop our community from being drawn into low level cyber crime, including online purchases through criminal websites.
- Develop techniques to identify and disrupt ongoing cyber crime impacting on the City of London.
- Ensure victims affected by cyber crime receive the support they need.

What we did

- Identified cases which have involved cyber criminality and made early arrests to prevent ongoing harm.
- Conducted cyber-related investigations into Ransomware, Data Theft, Bitcoin Mining and the Insider threat.
- Made arrests in connection with hacking, corporate espionage and investigated offences connected to computer misuse and Bitcoin mining.
- Delivered events to partners to raise awareness of personal cyber security.
- Worked with partners and businesses in the City of London to assess vulnerabilities associated with the ICT systems.
- Delivered awareness training to schools and businesses to raise awareness of cyber bullying and encourage its reporting.
- Identified and utilised an innovative training exercise to improve business awareness and capability associated with cyber criminality.
- 100% of young people identified as vulnerable to cyber crime received PREVENT contact and intervention from a PREVENT officer.
- Developed and delivered a service which teaches companies how to apply police response procedures and techniques to a cyber-attack.
- Developed and delivered a service which allows businesses to have a free cyber security assessment from trained officers designed to improve overall security.

Outcome

- 100% referrals of cyber crime to the City of London Police National Fraud Intelligence Bureau are currently investigated.
- The number of cyber crime referrals to the National Fraud Intelligence Bureau was 52 compared to 73 in 2018/19.
- 133 Cyber Griffin events were completed with 5647 attendees being trained.
- Having created four free cyber protect services we have now diarised engagements with 1,500 people in our force area. Engagement feedback has exceeded the national KPI – 75% of those engaged with or higher will commit to a security change.
- 75% of organisations and the public who received PROTECT advice reported to change their behaviours as a result.



Fraud

What we said

- Focus our efforts on the issues that are the greatest threats to the City's communities and businesses.
 - Contribute to the national understanding of fraud threats and criminality and develop proactive intelligence and prevention strategies to address it.
 - Continue to work with stakeholders, including the National Crime Agency, and the wider regional, national and international counter-fraud community to protect the City and national interests, and tackle criminals overseas that target the UK.
- Continue to engage with police and crime commissioners and the National Police Chiefs' Council regarding the implementation of national economic crime strategies.
- Influence and support policy making at a national level.
 - Provide a national investigation capability.
 - Address serious organised criminality.
 - Engage with our residents, workers, businesses and financial regulators to determine their priorities around tackling fraud.
 - Encourage victims to report fraud and cyber crime, helping vulnerable victims to receive the help and support they need.
 - Run an Economic Crime Academy that educates and provides individuals and businesses with the skills necessary to identify and combat fraud.

What we did

- Worked with policing and the Home Office to develop the first National Fraud Policing Strategy to be endorsed by National Police Chiefs' Council, published in October 2019.
- Implemented 19 recommendations to improve the national police response to fraud arising from the HMICFRS inspection "Fraud: A Time to Choose"
- Part of the multi-agency National Economic Crime Centre initiative to step up law enforcement response to fraud, Project Otello. In January, we piloted a new approach to tackle courier fraud, a high harm fraud affecting vulnerable and elderly citizens, an approach replicated in our response to emerging Covid-19 fraud threats.
- Successfully prosecuted numerous high profile fraud cases.
- Successfully investigated large scale frauds operating internationally.
- Disrupted organised crime groups, reducing the potential harm these groups have on victims.
- Made effective use of proceeds of crime legislation to deprive criminals of their gains and help make repatriations to victims.
- Economic Crime Victims of Crime Unit, continued to provide specialist support to victims of fraud.
- Continued to develop our National Fraud Intelligence Bureau and Action Fraud reporting service, helping over 62,000 victims of economic crime.
- Continued to develop the capacity and capability of our Economic Crime Academy.
- Assessed the various forms of risk across all reported fraud types to identify 'high harm frauds'.
- We created National Assessments for reported Fraud and Cyber Crime, including dashboards of key statistics for Law Enforcement partners and wider stakeholders.
- We created a pilot intelligence development team to proactively tackle these high harm fraud threats.

Outcome

- Completed a 2 year national transformation project to improve the police response to fraud resulting in:
- Over 600 police officers across all forces and ROCUs trained in serious fraud investigation and management
- A fraud intelligence hub to tackle high harm fraud threats
- A new tasking process to escalate high risk investigations across policing
- Regional fraud development officers in each ROCU providing improved coordination of the fraud response
- Creation of a joint CoLP/NCA proactive economic crime team providing a 'crime in action' response including 31 arrests and over £2.7m in criminal assets denied
- Creation and pilot of a fraud staff investigator capability and training programme with Merseyside Police
- Economic Crime Academy delivered 88 courses training over 1000 delegates.
- Convicted 155 individuals on a variety of fraud charges.
- Disrupted over 1900 bank accounts to combat fraud and illegal activities.
- Confiscated over £5.5M in assets from criminals.
- Returned £1.1M in compensation to victims.
- Only 13 victims over the last 5 years reported to Action Fraud database after engaging with the Economic Crime Victim Care.
- The annual assessments informed the NCA's National Strategic Assessment and high priority fraud identified by the City were used to inform NECC's the National Fraud Campaigns.
- The intelligence development team co-ordinated the intelligence linked Op Radium amongst other cases, leading to 40 arrests nationally for courier fraud and 15 arrests for other offences.



Public order

What we said

- Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan.
- Engage with our community to address concerns regarding public order, providing advice and resolving policing-related matters.
- Engage with event organisers, protest groups, stakeholders and partners, supporting them by providing proportionate policing plans for their event or protest.
- Use information and intelligence systems effectively to inform our response to disorder.
- Work closely with our partners in the Metropolitan and British Transport Police, ensuring an efficient collaborative response, particularly in relation to pan-London issues which affect the City of London.
- Maintain our capability and capacity to respond to public order incidents at a variety of levels.
- Use best practice tactics and capture learning to improve our effectiveness, efficiency and service delivery to our community.

What we did

- Increased our Protestor Removal Team skill across the force. This was in line with a variety of new tactics employed by variety of protest groups.
- Mobilisation test of force in line with NPCC. City of London Police were required to respond to complex policing operations, which may require resources that exceed a force's own capacity, i.e., mutual aid. Mobilisation process, which supports mutual aid, at the local, regional or national level.
- Increased our Public Order and Public Safety Command Officers (Cadre) within Force to 14 at Gold, Silver and Bronze levels.
- Increased our Tactical and Operational CBRNE Commanders within Force to three.
- Worked closely with our partners in the City of London Corporation, Metropolitan Police Service and British Transport Police to provide an effective and appropriate policing response to protests and large scale events taking place in the City of London.
- Kept our communities informed about large scale events in the City of London, and provided practical advice where necessary regarding road closures or areas to avoid.
- Supported the policing of pan-London events that impacted on the City of London.
- Maintained our minimum levels of skilled officers to support national mobilisation requirements, and are enhancing these arrangements with incentives to enlarge our cadre of specialist public order officers.
- Better collaboration between intelligence departments within City of London Police, other forces and partner agencies. Sharing intelligence to ensure a coordinated response to large scale protests. This approach has increased the likelihood of public order being policed in an effective and efficient manner in the City.
- We have increased our CBRN resilience with an increase in nationally trained and accredited Commanders and responders. Commanders trained and equipped to respond to a CBRN incident within the City of London/Capital.
- Participated in the Home Office's Best Use of Stop and Search Scheme.

Outcome

- 468 events required a police presence, of which 215 were pre-planned and 313 required the attendance of five or more officers.
- 112 (up to Feb) recorded protests within the City for 2019/20. This represents a decrease on the number recorded in 2018/19 of 15. The majority of protests this year remain recorded as environmental in nature with 49 protests falling into this category.
- 476 offences relating to public disorder. 12% increase from 2018/2019.
- 22% of offences were detected which is an increase from the 17% achieved in 2018/19.
- 23% of offences also received a positive outcome which is an increase from the 195 achieved in 2018/19.
- HMICFRS assessed the Force's readiness to deal with public disorder within the last PEEL Effectiveness report as:
 - "The force has established a comprehensive programme to test its response to national threats. It frequently tests its ability to mobilise large numbers of officers should there be large-scale civil disorder in London or the South East."



Roads policing

What we said

- Proactively target offenders who use the roads to cause danger to other road users.
 - Engage with road user groups to identify opportunities to provide timely education and enforcement activities.
 - Pay particular attention to vulnerable road users (pedestrians, cyclists and motorcyclists).
 - Work with Transport for London by delivering special services that keep the City's roads safe.
 - Investigate serious collisions, support victims and their families and bring offenders that flout road safety laws to justice.
- Continue to undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk.
- Support national road strategies by complementing criminal justice sanctions for offending with an educational programme aimed at improving road skills and understanding to prevent re-offending.

What we did

- Delivered all tasked roads policing operations, which has included specific operations to target criminality specifically associated with road safety (for example, driving whilst using a mobile phone, and speeding).
- Supported the City of London Corporation's Road Danger Reduction Strategy.
- Supported the Mayor of London's Transport Strategy (Vision Zero), which aims to reduce the number of people killed and seriously injured on the roads.
- Referred offenders to education programmes (where appropriate) to improve road safety over time.
- Supported the City of London Corporation's Road Danger Reduction Strategy, working with them to identify the causes and consequences of collisions in the City, reducing risk factors and identifying measures to address dangerous behaviours and locations, and publicising their public education campaigns such as Road Safety Week and #BeBrakeReady.

Outcome

- 205 offences recorded for not wearing a seat belt / speeding and using a mobile phone whilst driving (473 recorded in 2018/19)..
- 528 vehicles seized for no driving license / no insurance offences.
- From 69 operations, 556 HGV's were stopped resulting in 439 HGV's with offences - (79%). In total, 612 offences identified. This compares to 835 HGVs stopped resulting in 612 infringements/offences in 2018/19.
- 279 casualties resulting from collisions within the City :
 - Serious Injury a reduction of 25% - 22 for the year.
 - Slight Injury a reduction of 51% - 256 for the year.
 - Fatal Injury an increase of 100% – From 0 to 1 for the year.



Vulnerable people

What we said

- Implement a positive arrest policy and proceed with victimless prosecutions where there is sufficient evidence to do so.
- Use the National Referral Mechanism for any suspected offences of human trafficking.
- Support victims through our Vulnerable Victim Co-ordinator.
- Use appropriate partnership arrangements to manage violent and sexual offenders.
- Make best use of multi-agency risk procedures to support vulnerable people.

Consider and where appropriate, implement risk management plans and safeguarding measures in all cases.

Implement and share good practice in partnership with other agencies.

- Ensure all appropriate staff receive full vulnerability training.
- Ensure officers appropriately identify and flag those who are vulnerable, using the national Vulnerability Assessment Framework.
- Engage with hotels, licensed premises and hard to reach groups on vulnerability issues.
- Work closely with our partners to maintain our focus on vulnerable rough sleepers.

What we did

- Worked closely with our partners, both statutory and other agencies, to ensure those most at risk are safeguarded and vulnerable victims receive appropriate levels of support.
- Victims Working Group and Victims Support Group continue to ensure oversight and monitor performance in relation to strands of vulnerability.
- Maintained a Force Vulnerability Action Plan, in line with the National VAP, to streamline the reporting on strands of vulnerability. This has included reducing the number of individual strands of vulnerability to ensure appropriate focus and activity.
- Continued delivery of vulnerability package training in line with College Of Policing Package for a more holistic oversight in relation to police response to vulnerability.
- Continued use of DA 'Spotting the Signs' Campaign – a digital toolkit developed for businesses, both employees and employers, including a handbook on how to support employees who may be experiencing abuse and guidance for those suffering. Included a video from victim of a city offence outlining support and service from City of London Police.
- Funding secured until 2021 for Vulnerable Victim Advocate and Mental Health Triage nurse.
- Conducted campaigns aimed at encouraging vulnerable victims to report crimes.

Outcome

- Domestic abuse conviction - charges to convictions, 73%; of these 62% were guilty pleas which is generally thought to indicate a high quality of prosecution evidence.
- We continue to pursue these energetically and the measures to support them, such as making sure the use of BWV in interview and at court are well embedded. We have applied to the NICHE region for a victimless prosecution qualifier to allow us to measure them accurately.
- The use of the NRM for modern slavery and human trafficking cases is now an embedded practice.
- Proactive and education events took place, targeting hotels and licensed premises covering alcohol, vulnerability, sexual offences and CSE.
- City of London Police have signed up to a multi-agency protocol striving for best practice in supporting DA victims and prosecuting suspects.
- Support offered to vulnerable people, with 49 individuals referred for support with mental health.



Committee(s): Police Authority Board	Date(s): 22 nd June 2020
Subject: HMICFRS Inspection Update	Public
Report of: Commissioner of Police Pol 38-20	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. This report is normally submitted to your Performance and Resource Management Committee, the last meeting of which was in February 2020. The report covers the Force's response to reports published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (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

5 new national reports have been published in the last period; there are 14 actions for the Force to consider.

Inspections undertaken since last report

No new inspections have taken place.

Inspections Due

HMICFRS have advised, due to the Covid-19 outbreak, that they have suspended all inspection activity which requires 'appreciable input from forces'.

Reports Due for Publication

The Force Child Protection inspection report is still yet to be published.

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 30 outstanding recommendations. It is of note that there are currently no 'Red' Recommendations.

There are 38 new greens to report, demonstrating good progress since your February 2020 Performance and Resource Management Committee.

HMICFRS Report title	Number of open recommendations/areas for improvement and status			
	Previous report to your Performance and Resources committee [February 2020]		Current report to your Board	
	National report	Force report	National report	Force report
<u>New Reports</u>				
Counter-terrorism policing - an inspection of the police's contribution to the government's Prevent programme			1 AMBER	
Integrated Offender Management			3 NEW GREEN 1 AMBER	
National Child Protection Inspections: 2019			2 AMBER 1 CLOSED	
Multi-agency response to child sexual abuse in the family			No actions for the force	
Evidence led domestic abuse prosecutions			3 AMBER 3 NEW GREEN	
<u>Previous Reports</u>				

	National report	Force report	National report	Force report
Both sides of the coin	No actions for the force		No actions for the force	
Cyber: Keep the light on	5 AMBER		1 CLOSED [now not for force] 2 NEW GREEN 2 AMBER	
Shining a light on betrayal: Abuse of position for a sexual purpose	3 AMBER		2 NEW GREEN 1 AMBER	
Leading Lights: An inspection of the police service's arrangements for the selection and development of chief officers	1 AMBER		1 AMBER	

HMICFRS 2019 inspection of Sussex Police and review of national recommendations for stalking or harassment offences	1 NEW GREEN 1 NEW RED		1 NEW GREEN All complete	
Crime Data Integrity inspection 2019		1 NEW GREEN 5 AMBER		3 NEW GREEN 2 AMBER
The Poor Relation - The police and CPS response to crimes against older people	3 AMBER		1 NEW GREEN 2 AMBER	
PEEL 2018/2019		1 NEW GREEN 2 NEW RED 7 AMBER		3 AMBER 6 NEW GREEN
Fraud: Time to Choose	2 RED 5 AMBER 3 NEW GREEN			6 NEW GREEN 1 AMBER
Report on an unannounced inspection visit to police custody suites – City of London Police		2 NEW GREEN 18 AMBER		10 NEW GREEN 8 AMBER
Policing and Mental Health - Picking Up the Pieces	1 NEW GREEN 1 WHITE		1 WHITE	
Understanding the difference: the initial police response to hate crime	1 RED 1 WHITE		1 NEW GREEN 1 WHITE	
PEEL: Police Effectiveness 2017 – National		1 WHITE	1 WHITE	
Recommendation Summary	Previous report to your Performance and Resources committee [February 2020]		Current report to your Board	
	National report	Force report	National report	Force report
New reports	1 - no actions at force level		5	0
New Green	0	0	6	0
Amber	0	0	7	0
White	0	0	0	0
Closed	0	0	1	0
Sub-total – New Reports	0	0	14	0
Previous reports				
NEW Green	5	4	7	25
Amber	17	30	6	14
Red	4	2	0	0
White	2	1	3	0

Closed [action not for force]	0	0	1	0
Sub- Total – Previous Reports	28	37	17	39
Total Prior Report Amber/Red/White Recommendations	23	33	16	14
	56		30	

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 February 2020 Performance and Resources Committee there has been 5 new reports published with 14 actions for the force to consider. Progress with existing recommendations as well as detail of the current inspection programme is provided below for reference.

Current Position

New Reports-

Force

2. There have been no new Force reports since the Force last reported to your Performance and Resource Management Committee in February 2020.

National

3. Five National reports have been published since the Force last reported to your Performance and Resource Management Committee in February 2020:
 - Counter-terrorism policing - an inspection of the police's contribution to the government's Prevent programme
Published 9th March 2020, Inspectors found that forces in general were meeting their Prevent duty, working effectively with other organisations and using policies and effective processes designed to protect people from being radicalised.
 - Integrated Offender Management
Published 28th February 2020, this report was produced jointly by HMICFRS and HMI Probation. The report found that Integrated Offender Management (IOM) was supposed to bring together police, probation

services and other agencies to identify and manage repeat offenders in local communities.

The inspection found schemes no longer focused exclusively on these types of offenders, concluding IOM now has a much lower profile compared to previous years.

It should be noted that the Force was not inspected for this report. Qualifying offenders for IOM are managed by the force in which they reside; there are no qualifying offenders residing in the City for the force to directly manage. Force efforts are directed at engaging with forces whose IOM offenders commit crime in the City and seeking preventative measures.

- National Child Protection 2019 thematic
Published 27th February 2020, this report examines the effectiveness of the decisions made by the police at each stage of their interactions with or for children, from initial contact through to the investigation of offences against them. The treatment of children in custody was scrutinised, together with force structures, leadership and governance in relation to their child protection services.
- Multi-agency response to child sexual abuse in the family environment
Published 4th February 2020, this report draws together findings from six joint targeted area inspections (not the City of London) focusing on the multi-agency response to child sexual abuse in the family environment. The findings consider the extent to which children's social care, health professionals, the police and probation officers were effective in safeguarding children who live with sexual abuse in the family environment.
- Evidence led domestic abuse prosecutions
Published 23rd January 2020. If the victim of domestic abuse decides not to support a prosecution, police and prosecutors should consider whether it is possible to bring a prosecution without that support. This is called an evidence led prosecution.
Her Majesty's Crown Prosecution Service Inspectorate (HMCPSI) and HMICFRS conducted an inspection to establish whether the guidance and policy on evidence led prosecutions is widely understood by both police officers and prosecutors and whether they seek to build viable evidence led prosecutions where appropriate.

Inspections undertaken since the last report

4. No new inspections have taken place.

Inspections Due

5. HMICFRS has advised, due to the Covid-19 outbreak, that they have suspended all inspection activity which requires 'appreciable input from forces'. In practise:

- Forces are not required to submit their Force Management Statement
 - HMICFRS have deferred their Spring data collection
 - In force fieldwork has been suspended.
6. No new national thematic reports have been published to date – the Force continues to monitor developments.

Reports Due

7. The Force Child Protection Inspection report has not been published at this time. A factual accuracy check was undertaken in March 2020 and submitted to the HMICFRS inspection lead.

Current status of HMICFRS Recommendations

8. A total of 16 HMICFRS reports are being managed by the Force during the last reporting period.
9. The current status of recommendations is summarised in the table below with full details contained in Appendix A. HMICFRS has not set deadlines for many of these recommendations, so the Force has set some challenging targets to drive forward and deliver improvements.
10. There are currently 30 outstanding recommendations [16 national and 14 force], this is 26 less than reported to your previous Performance and Resource Management Committee.
11. There are 38 new greens to report [13 national and 25 force]. There are currently no Red recommendations.

Current Status of HMIC Recommendations Summary

Recommendation Summary	Previous report to your Performance and Resources committee February 2020]	Current report to your Board
NEW Green	9	38
Amber	47	27
Red	6	0
White	3	3
Closed	0	2
Total Amber/Red/White Recommendations	56	30

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

Conclusion

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

Counter-terrorism policing

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

A thematic report HMICFRS and HMI Probation

Published 9th March 2020

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> By June 2020, the NPCC national Prevent lead and the College of Policing should develop a training and awareness package that encompasses continuous professional development for Prevent strategic leads in forces.	WHITE	June 2020	This action is for NPCC national Prevent lead and the College of Policing

CITY OF LONDON POLICE: OFFICIAL - RECIPIENT ONLY

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<u>Recommendation</u> By June 2020, the College of Policing and the NPCC national lead for public protection and safeguarding should add vulnerability to radicalisation as the 14th core discipline of public protection.	WHITE	June 2020	This action is for College of Policing and the NPCC national lead for public protection and safeguarding
3	<u>Recommendation</u> With immediate effect, the NPCC national Prevent lead should make sure that all fixed intelligence management units have sufficient access to the Prevent case management tracker.	WHITE	No date set by HMICFRS	This action is for NPCC national Prevent lead
4	<u>Recommendation</u> With immediate effect, the NPCC national Prevent lead should create national guidance for the police service on applying Prevent to staff vulnerable to radicalisation or extremism, to identify a range of options, such as selection processes, welfare and vetting, including guidance on risk thresholds.	WHITE	No date set by HMICFRS	This action is for NPCC national Prevent lead
	<u>Recommendation</u> By June 2020, the NPCC national Prevent lead should review the national business assurance process to assure compliance with NCTPHQ policy.	WHITE	June 2020	This action is for NPCC national Prevent lead
6	<u>Recommendation</u> By June 2020, the NPCC national Prevent lead and Office for Security and Counter-terrorism (OSCT) should develop performance measures that will help police forces assess their operational contributions to Prevent.	WHITE	June 2020	This action is for NPCC national Prevent lead and Office for Security and Counter Terrorism.
7	<u>Recommendation</u> With immediate effect, the NPCC national Prevent lead and each force Prevent lead should review the attendance of force representatives at Channel panels so that police are correctly represented by decision makers who can make a contribution to managing risk.	AMBER	No date set by HMICFRS Force deadline	This action is for the NPCC national Prevent lead and the force to progress. The NPCC lead has issued a number of actions for forces to progress in support of their actions.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			September 2020	
8	<u>Recommendation</u> By June 2020, the NPCC national Prevent lead and OSCT should undertake a national review of counter-terrorism local profiles (CTLP), to include its governance, purpose, method of creation, structure and dissemination, and produce revised CTLP guidance.	WHITE	June 2020	This action is for NPCC national Prevent lead and Office for Security and Counter Terrorism.

Integrated Offender Management

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

There are 11 recommendations of which 4 are for the force, 3 are complete 1 to progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> The Ministry of Justice should, in collaboration with the Home Office: commission an independent, authoritative and structured evaluation of the cost and benefits of IOM, in terms of crime reduction; reduced frequency and/or seriousness of reoffending; and eventual desistance from crime. In doing this, they should identify which cohorts of offenders benefit most from the IOM approach	WHITE	HMICFRS have not set a date	This action is for the Ministry of Justice

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<u>Recommendation</u> The Ministry of Justice should, in collaboration with the Home Office: refresh the joint IOM strategy and provide clear leadership and support for the delivery of IOM and sharing of best practice. The strategy should be clear about who should provide leadership and governance for IOM within local areas.	WHITE	HMICFRS have not set a date	This action is for the Ministry of Justice
3	<u>Recommendation</u> The Home Office should, in collaboration with the Ministry of Justice: provide support to local areas on the use of IDIOM, or an equivalent suitable alternative, to ensure that there is one performance framework that can help measure the impact of IOM on the cost of crime and the rehabilitation of service users.	WHITE	HMICFRS have not set a date	This action is for the Home Office is collaboration with the Ministry of Justice
	<u>Recommendation</u> Her Majesty's Prison and Probation Service should: provide information on service user profiles, characteristics and needs to local police and probation services, to support the development of IOM and commissioning of services at a local level.	WHITE	HMICFRS have not set a date	This action is for the Her Majesty's Prison and Probation Service
5	<u>Recommendation</u> The Probation Reform Programme should: ensure that there is a workstream dedicated to IOM development and that probation delivery partners at a local level provide interventions that address the needs of individuals subject to IOM.	WHITE	HMICFRS have not set a date	This action is for the Probation Reform Programme
6	<u>Recommendation</u> Police and Crime Commissioners should: assure themselves that all relevant partners and services are involved in the delivery of IOM, as a major contribution to reducing reoffending and community safety.	WHITE	HMICFRS have not set a date	This action is for Police Authority Board.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p><u>Recommendation</u></p> <p>Chief Constables, National Probation Service Divisional Directors and Community Rehabilitation Company Chief Executive Officers should: define their IOM operating model and produce practice guidance that sets out clearly what is required by each agency at every stage of the IOM supervision process.</p>	AMBER	November 2020	<p>Offenders managed within an Integrated Offender management [IOM] approach are done so within the force area in which they are resident. There are no resident offenders in the City that qualify for IOM against the national criteria.</p> <p>The City of London Police has joint working relationships with forces that own nominals that offend in the City.</p> <p>Nominals are reviewed monthly at cross boarder IOM meetings. The force has an IOM team which undertakes a range of functions including, but not restricted to:</p> <ul style="list-style-type: none"> • Monitoring local crime to identify IOM nominals • Liaison with owning IOM units in other forces to seek assistance • Working with owning IOM units to impose restrictive measures on IOM offenders • Develop and maintain relationships with national IOM law enforcements partners. <p>A force standard operating procedure has been produced, publication on the force intranet pending.</p> <p>The force is aware that the NPCC lead for Integrated Offender Management is considering changes to this area of work – no proposals have been made nor timelines announced.</p> <p><u>Next steps</u></p> <p>Standard operating procedure to be published on the force intranet</p> <p>Timelines for any NPCC lead changes to IOM are to be established.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<u>Recommendation</u> Chief Constables, National Probation Service Divisional Directors and Community Rehabilitation Company Chief Executive Officers should: improve the quality and accuracy of recording in IOM cases, in particular, the activity relating to public protection	NEW GREEN	November 2020	<p>Records relating to integrated offender management [IOM] nominals are primarily maintained by the forces that own them. The City does not have any resident integrated offender management nominals and therefore does not hold primary records. Subject matter expertise is available to the force IOM unit from the force Public Protection Unit i.e. sexual or violent offenders if required.</p> <p>The force updates its crime and intelligence systems with any integrated offender management nominals coming to notice. Relevant officers [Communities/patrol] are briefed on a daily basis on IOM nominals coming to notice. Community policing deliver local awareness of IOM nominals as a preventative measure. Every IOM coming to notice is screened against relevant outstanding crime type and methods used to ensure suspected culpability can be assessed. IOM nominals are immediately screened for criminal history to determine if proportionate restriction orders can be imposed to prevent further offending. All IOM nominals are subject to non-crime interviews to ascertain any rehabilitation / prevention opportunities for their support. All information is relayed back to the owning force.</p>
9	<u>Recommendation</u> Chief Constables, National Probation Service Divisional Directors and Community Rehabilitation Company Chief Executive Officers should: analyse training needs and ensure that all staff receive sufficient training to enable them to fulfil	NEW GREEN	November 2020	<p>Sexual offenders and Violent offenders are managed by the Public Protection Unit whose officers have received and maintain their specialist training.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	their duties. Training in public protection, safeguarding children and working with vulnerable adults should be prioritised			<p>City of London officers have received vulnerability training and further inputs for safeguarding children 'voice of the child' are planned but at this time not scheduled.</p> <p>Training requirements of the force integrated Offender management unit are periodically reviewed by their line management – no specific gaps have been identified.</p>
	<u>Recommendation</u> Chief Constables, National Probation Service Divisional Directors and Community Rehabilitation Company Chief Executive Officers should: ensure that service users are kept informed, as much as possible, about the benefits of inclusion in IOM, the support available and the monitoring and information-sharing ramifications of IOM supervision.	NEW GREEN	November 2020	<p>The force is represented at National working groups chaired by the NPCC lead for Integrated Offender Management [IOM]. Cross boarder and local (London) IOM meetings are attended by the force in order to ensure the force IOM unit are appraised of current / future working practices and trends.</p> <p>Information and intelligence is shared by the force IOM unit with the owning force of any nominal coming to notice with the City.</p> <p>The IOM unit integrates fully across the force providing relevant specialist advice.</p>
11	<u>Recommendation</u> The National Police Chiefs Council lead for IOM and the National Probation Service IOM Strategic lead should: establish a joint national oversight group to drive forward improvements to IOM and make sure that progress is sustained.	WHITE	HMICFRS have not set a date	This action is for the NPCC lead for IOM and the National Probation Service IOM Strategic lead.

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 – published report pending.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> We recommend that the Home Office jointly with other government departments considers the development of a new national early help and prevention strategy to more effectively address the root causes of harm for vulnerable children. The purpose of such a strategy should be to ensure agencies work together as part of a coherent whole system approach to recognise and respond to the earliest indicators of risk and vulnerability in order to prevent escalating and cumulative trauma.	WHITE	No date set by HMICFRS	This action is for the Home Office and other government departments
2	<u>Recommendation</u> We recommend that the Ministry of Justice and Department for Education undertake a review of the current provision of intermediaries and the extent to which social workers undertake interviews of children with the police.	WHITE	No date set by HMICFRS	This action is for the Ministry of Justice and Department of Education
3	<u>Recommendation</u> We recommend that chief constables take steps to reduce the unnecessary criminalisation of children. Such steps could include (but don't need to be limited to) considering fully a child's circumstances when making decisions; more effective use of legislation to discontinue prosecutions not in the public (or child's) interest; the development of more effective non-criminal justice pathways for vulnerable children who commit lower level crimes.	AMBER	No date set by HMICFRS A deadline of September 2020 subject to the outcomes of the review to	Crime Directorate has identified a resource to conduct a review of the outcomes of arrested children, identify any non-criminal pathways that are being utilised / that are available and how any repeat child offenders are being dealt with. The force Crime Standards Board will consider the review report, any accepted recommendations will be monitored by this board.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			be undertaken	Next step: Terms of reference for the review to be agreed and the work commence.
4	<u>Recommendation</u> We recommend that the Home Office and Department for Education undertakes a review of the unnecessary detention of children. This review should include an assessment of the effectiveness of the 2017 National Custody Concordat, the provision of alternative accommodation, the provision of appropriate adult services and the use of bail by the police.	WHITE	No date set by HMICFRS	This action is for the Home Office and Department of Education
5	<u>Recommendation</u> We recommend that chief constables should review performance management and quality assurance approaches to ensure that assessments of the nature and quality of decision making are routinely made. The purpose of this would be to reinforce the understanding that compliance with policy or process is only one part of effective practice.	AMBER	No date set by HMICFRS A deadline of September 2020 subject to the outcomes of the review to be undertaken	Volume of juveniles in custody is low and dip sampling rates of their records are high and can be up to 100% of monthly throughput. These custody records are assessed both for PACE and voice of the child. Superintendent visits are performed to assess the welfare/experiences of juveniles in custody – enabling first-hand experience of be gained of the juveniles circumstances. The results of dip samples, together with quarterly figures are reviewed at Custody Management Group. Analysis includes age, gender, ethnicity, offence type and detention time. The review which Crime Directorate will undertake [Recommendation 3 above] will also consider the performance management and quality assurance approaches through the investigative process.

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	<u>Recommendation</u> We recommend that chief constables on those forces not yet inspected by the NCPI or JTAI take steps to identify and implement good practice and the learning highlighted from these programmes. This may include engaging with those forces who have been inspected, direct contact with the HMICFRS child protection lead or participating in a regional or national learning event.	CLOSED	No date set by HMICFRS	The force has been inspected publication of the HMICFRS report is currently pending. An action plan will be produced in response to the published report when available.

Evidence led domestic abuse prosecutions

National Joint report HMCPsi and HMICFRS

Published January 2020

This report makes 8 recommendation, 6 for the force of which 3 are complete and 3 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendations</u> Police supervisors and Crown Prosecution Service legal managers should maximise opportunities to share examples of good work and successful outcomes with their teams.	NEW GREEN	July 2020	The force Administration of Justice unit attends joint meetings with the Crown Prosecution Service [CPS] providing opportunities to share good practises / outcomes. The Crown Prosecution Service also attend the force Disclosure Working Group. The Public Protection Unit attends the Local Criminal Joint Domestic Abuse Delivery Board providing learning opportunities.

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>The CPS conduct a random analysis of force Domestic Abuse cases to ensure they were charged or cautioned correctly; results are shared with the force.</p> <p>The force Public Protection Unit has contributed to the update of the Domestic Abuse Court Protocol with CPS and HM Courts and Tribunals Service.</p>
2	<u>Recommendations</u> As well as the Crown Prosecution Service's bespoke e-learning, which all Area prosecutors have to complete, the police and Crown Prosecution Service should ensure that refresher training in domestic abuse, and particularly evidence led cases, is available to staff as appropriate.	AMBER	No deadline set by HMICFRS July 2020 by the force	<p>The force Learning and Development department is assessing the content and length of any input required for frontline officers and staff. Scheduling of training remains under review – probationer training has been prioritised.</p> <p>Additionally, the force is conducting a virtual 'Focus on Domestic Abuse' session to refresh officer knowledge, skills and understanding.</p>
3	<u>Recommendation</u> The police should review training plans in order to ensure that all appropriate staff, both frontline officers and investigators, are trained how to handle domestic abuse cases.	AMBER	No deadline set by HMICFRS July 2020 by the force	
4	<u>Recommendation</u> Police forces with domestic abuse champions should raise awareness of the role and seek to utilise them to maximum effect.	NEW GREEN	No deadline set by HMICFRS July 2020	<p>This role is already widely recognised in force as the DI in the dedicated Public Protection Unit [PPU]. PPU oversee all domestic abuse investigations against the context of a small geographic area and a comparatively low volume of domestic abuse incidents.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<u>Recommendation</u> Police forces should ensure that training, messaging and guidance is clear that evidence led cases should benefit from the same quality of investigation, early gathering of evidence and supervisory oversight as other domestic abuse cases, particularly in cases where the victim does not support police action. Domestic abuse champions should reinforce this message.	AMBER	No deadline set by HMICFRS Set to July 2020	All domestic abuse cases are progressed by the Public Protection Unit, cases are progressed on an evidence led basis and supervisory oversights processes are in place. The Learning and Development department are producing a virtual 'Focus on' domestic abuse session for the wider force as a refreshed to skills, knowledge and understanding. Date for release pending.
	<u>Recommendation</u> Police should ensure that investigations and decisions to take no further action in domestic abuse cases receive the same robustness of supervisory oversight as other domestic abuse cases.	NEW GREEN	No deadline set by HMICFRS Suggest July 2020	All domestic abuse investigations are overseen by the force Public Protection Unit. Crimes which result in no further action follow the same supervisory oversight and procedures as crimes which progress.
7	<u>Recommendation</u> Prosecutors should ensure that in all domestic abuse cases, they set out clearly at the charging stage whether an evidence led prosecution is viable and, if so, define an effective prosecution strategy.	WHITE	No deadline set by HMICFRS	This action is for the CPS.
8	<u>Recommendation</u> At review stage, prosecutors should, in all appropriate domestic abuse cases, clearly outline a strategy for proceeding with an evidence led prosecution.	WHITE	No deadline set by HMICFRS	This action is for the CPS.

Cyber: Keep the light on

A national report by HMICFRS

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<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. 	CLOSED	November 2020	This action is not for the force to deliver, however, the Cyber National Programme are waiting to understand the government's direction. Overall responsibility of the Cyber National Programme is NPCC lead Chief Constable Goodman.
2	<u>Areas for improvement</u> Chief constables should evaluate the use that their force makes of cyber specials and volunteers to ensure that they are used effectively.	AMBER	November 2020	Specials with specialised skills are utilised in other areas of the force. The force is open to specials and volunteers with cyber skills undertaking duties and has engaged with the force lead for specials and volunteers to identify potential candidates-numbers and deployments are being ascertained. Volunteers are already utilised within the Cyber Protect UK Network, which consists of all forces and Regional Organised Crime Units.
3	<u>Areas for improvement</u> With immediate effect, City of London Police should provide the Home Office with details of how the force intends to address the issue of reports being held in 'quarantine' within	NEW GREEN	No date set by HMICFRS	At the time of publication there were 6,500 quarantined reports. As at 21 st February 2020 this had reduced to 458.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	the Know Fraud system. Furthermore, the force should also identify its proposals to prevent a re-occurrence.		June 2020 set by force	There is a requirement for the quarantine of suspect Know Fraud reports which may harbour a malicious attack on the system. However, levels of quarantines reports are managed, monitored and levels plateaued.
	<u>Areas for improvement</u> 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: <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	No deadline set by HMICFRS	Bullets 1 and 2 are the remit of the NPCC lead and are not for the force.
		AMBER	No deadline set by HMICFRS Force deadline July 2020	Bullet 3 – the use of the weekly lists Revised guidance has been produced which is sent together with the weekly lists provided by the National Fraud Intelligence Bureau. This guidance is specific in the purpose for which the list is to be used. This guidance will be reviewed upon any future standards set by the NPCC lead for Cyber Crime. The performance indicators referred to within the recommendations were set by the National Board Force Specialist Cyber Capability Project Board. This action remains at AMBER whilst enquires are undertaken as to the status of bullet points 1 and 2 and any decisions yet to be taken by the national board which could impact this bullet point 3.
5	<u>Areas for improvement</u> The National Police Chiefs' Council Coordinator for Economic Crime should review the role the National Economic Crime	NEW GREEN	No date set by HMICFRS	An independent review was commissioned and a report received. The report concludes:

Recommendations & Areas for Improvement		Status	Due Date	Comment
	Victim Care Units in providing advice and support to victims of cyber-dependent crime.		June 2020 set by force	“Given that there are no backlogs of cyber dependent cases in the National Economic Crime Victim Care Unit [NECVCU], a third of all cases will be dealt with by forces and a range of advice to prevent re-victimisation is available through call backs, e-mails, on-line resources and the National Economic Crime Centre [NECC] where necessary, I believe that cyber-dependent victims are adequately served. My recent review recommends the role of the NECVCU services extends to all services. A case is being prepared by the force for enhancements in Action Fraud, the NFIB and the NECVCU. In these circumstances I am satisfied that the force, within the current available funds, is doing a comprehensive job to service cyber-dependent victims well. A better service will be provided when the NECVCU services are extended nationwide.”

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	
	<p><u>Recommendation</u> 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	<p>Bullet 3 – The Professional Standards Dept has 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. An article was published in February 2020 'Skyline' raising awareness to the business community of the work of the force Counter Corruption Unit undertakes and encouraging the reporting of associated concerns.</p> <p>The force regularly attends the South Eastern Regional Counter Corruption Practitioners Group, chairs the South</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment	
					<p>Eastern Regional Analysts meeting and attends other national groups.</p> <p>To enhance counter corruption capability a new IT systems is being pursued. Specialist software has been identified; procurement and delivery will progress pending the release of a Microsoft 365 compatible version which has completed trials in 2 forces. Technical specifications and support requirements of the 365 compatible version are being evaluated.</p>
4b	<p><u>Recommendation</u></p> <p>By September 2020, all forces should have completed a review of their use of encrypted apps on police ICT systems to understand the risk they pose and to take any necessary steps to mitigate that risk.</p>	NEW GREEN	September 2020		<p>A full review of the force use of encrypted Apps was completed by the force Professional Standards Department in response to a data request from the Independent Office for Police Conduct.</p> <p>Use of encrypted Apps is covered in the force Counter Corruption Unit Control Strategy and associated plans. These plans refer to various covert methods to monitor officers and staff use of social media platforms including encrypted Apps.</p> <p>Planned improvements to the Counter Corruption Unit monitoring capability [new IT software] will ensure that force devices can be monitored.</p> <p>Guidance has been reviewed and republished on the use of WhatsApp [social media application].</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<u>Recommendation</u> By April 2020, all forces that haven't yet done so should make sure they have enough people with the right skills to look proactively for intelligence about those abusing their position for a sexual purpose, and to successfully complete their investigations into those identified.	NEW GREEN	April 2020	Additional posts agreed and recruited to include: <ul style="list-style-type: none"> • an Engagement Officer seeking to increase intelligence reports • Vetting staff • 1 Detective Constable for the Counter Corruption Unit

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

National report by HMICFRS and HMICS [Scotland]
 Published August 2019

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<u>Recommendation</u> By 31 July 2020, the College, with support from the National Police Chiefs' Council, HMICFRS, HMICS and police forces, should establish and begin operation of a national workforce planning function for all chief officer posts in the United Kingdom. The function should, as a minimum, include: <ul style="list-style-type: none"> • the maintenance of a skills, competencies and career-history database on eligible candidates; 	AMBER	July 2020	This action is for the College but will require the support of National Police Chiefs' Council, HMICFRS, HMICS and police forces. However, the force can progress collating skills, competencies and career histories of the current chief officer team ahead of any request from the College of Policing.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> the maintenance of similar information about the current membership of chief officer teams; the creation of lists of candidates who fit specific vacancies; an executive search function to advise forces on candidates who would best complement their existing teams; and a career support facility to advise candidates on roles and other development opportunities that would help meet their career aspirations. 			Organisational Development are exploring options for collecting and maintaining this data – they are also maintaining contact with the College of Policing.

Next from PMG report

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

Force report by HMICFRS

Published April 2019 but all forces made aware August 2019

As a result of an inspection of Sussex Police a number of national recommendations and areas for improvement were made

This report makes 6 areas for improvement for the Police. 4 are for the force and complete

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<u>Area for Improvement</u> Within three months the NPCC lead for stalking and harassment should remind chief constables that they should regularly monitor compliance with the national stalking protocol, and ensure that suitable governance arrangements are in place for them to do so.	NEW GREEN	November 2019 Now February 2020	An assurance report has been produced by the Head of the Public Protection unit. This report indicates the force is compliant with the protocol. A Crown Prosecution Service [CPS] single point of contact for rape and serious sexual offence for the force has been identified as a gap

Recommendations & Areas for Improvement		Status	Due Date	Comment
				– the force Administration of Justice department is seeking a nomination from the CPS.

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.

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Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Area for Improvement</u> The force should immediately improve crime recording processes, to make sure it records crimes within 24 hours as required by the national crime recording standard	NEW GREEN	February 2020	Crimes are now raised within Control from the incident record, this went live 24 th June 2019. Timeliness of crime recording is monitored and reported to the force Crime Standards Board – an audit conducted in January 2020 found 97% classified with 24 hours.
3	<u>Area for Improvement</u> The force should immediately improve its standard of violent crime cancellation decisions	NEW GREEN	February 2020	Audits have been undertaken. All violent crimes were cancelled correctly. Additionally, the force crime registrar reviews non-crime reports alongside incident reports to ensure the need to record a crime has been negated and where necessary the person reporting has been informed that a crime will not be recorded.

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<u>Area for Improvement</u> The force should immediately improve how often it informs victims when it has decided to cancel or transfer their crimes to another force	NEW GREEN	February 2020	Audits of crime cancellations have been undertaken and findings reported to the force Crime Standards Board. These audits found that 72% of victims had been informed – this represents an improvement.
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	September 2020	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.
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	July 2020	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 • The force Corporate Communications department will be engaged to support messaging • Digitisation of Cannabis Warnings and PND will be pursued.

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. 3 recommendations are complete 2 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<p>Cause of concern The police don't consistently assess the needs of victims as set out in the relevant codes of practice and so the needs of victims aren't always met.</p> <p><u>Recommendation</u> Within six months, chief constables should make sure that victim needs assessments are always completed.</p>	NEW GREEN	January 2020	<p>The forces operates an op- out process in referring victims to victim support – this is the preferred option by HMICFRS.</p> <p>The offering of victim needs assessments is part of the qualitative dip samples undertake by the Crime Directorate.</p> <p>The results of dip samples are examined to ensure that all necessary action is being taken – results are reported to the force Crime Standards Board.</p>
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 other relevant organisations, to review whether victim support services can be provided in a better way.</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 response to Co-vid has put this work on hold for the time being until a safe way to do this can be explored.</p> <p>With regard to non-economic crime victims:</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<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>Next Steps Evidence that victims services have been reviewed [with partners] to establish if they can be enhanced, is still required. This element is being progressed by the force victim champion. Strategic Development will discuss with the Victims Champion how the 'victim journey' might be progressed in the absence of planned workshops.</p>
17	<p><u>Area for improvement</u> Within six months, chief constables should find good ways to assess the current demands on the police made by older people. These assessments should include a prediction of future changes in demand, account for the work of other organisations, and be incorporated into FMSs.</p>	AMBER	<p>January 2020</p> <p>However HMICFRS do not require the FMS to be submitted at this time</p> <p>September 2020 for review</p>	<p>An analysis of all crime types, banded by the age of victims has been undertaken. This will enable the force to track trend changes over time. This analysis shows that victims over 58 are 6% of the total number of victims.</p> <p>Demand for calls for service by age analysis has been explored. However the incident recording system does not facilitate the collection of this type of data and alternatives are to be explored.</p> <p>Findings will be incorporated into the Force Management Statement.</p>

PEEL 2018/2019

A force report by HMICFRS

Published May 2019

This report makes 11 areas for improvement for the force; 8 complete 3 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 74 2	<u>Area for Improvement</u> The force should implement a process to get feedback from vulnerable victims.	AMBER	December 2019 set to align with the next inspection anticipated early 2020.	The Independent Domestic Abuse Advisor is a Victim Support appointment. This role has been identified as the role which will perform this process. Victim Support has twice progressed filling this position. Vetting failure prevented progress on the first recruitment cycle. A successful candidate has been identified from the second recruitment cycle. However in order for them to perform this function they will need access to Force Systems– a risk and mitigation assessment has been completed enabling this work to progress.
			Extended to June 2020 [Previously reported to PAB]	<u>Next steps</u> This work requires the support of an analyst and although one was recruited to assist with this work they have been re-designated to Economic Crime work in line with force priorities at present. <u>Rationale for deadline extension</u> Deadline further extended to for reprioritisation of any analytical support. Additionally, this will be impacted by Co-vid owing to access to vulnerable victims during lockdown. Forces nationally have made a decision to suspend this work as the victims' may currently be in

Recommendations & Areas for Improvement		Status	Due Date	Comment
				lockdown with the perpetrators, thereby putting them at further risk of abuse if any contact is made to discuss their cases.
3	<u>Area for Improvement</u> The force should implement the necessary processes to share information with schools in relation to children affected by domestic abuse incidents, to ensure information is shared as quickly and effectively as possible.	NEW GREEN	December 2019 set to align with the next inspection anticipated early 2020. New deadline March 2020	Five out of six City schools have signed up to Op Encompass; the sixth school is being chased. Resident children do not necessarily school in the City and are more likely to attend in the MPS area. MPS plans for implementation of Op Encompass are phased; to mitigate against this the Public Protection Unit will contact the school/MPs directly in the MPS area. Public Protection Unit confirm that a referral has been made.
5	<u>Area for Improvement</u> The force should strengthen its response to county lines, which are criminal networks involved in the distribution of drugs to different areas of the country that frequently exploit children and vulnerable people.	AMBER	December 2019 set to align with the next inspection anticipated early 2020. Extended to October 2020	A peer review was conducted by the National County Lines Co-ordination Centre 20th and 21st November 2019 – the force received a favourable hot debrief and a report was anticipated January 2020 but was not received until February 2020. Whilst a positive report, there are areas to consider to further improve the force response. <u>Next Steps</u> Strategic Development has produced a draft programme of work based on the report for senior management to consider. Progress against accepted actions will be monitored via force Serious and

Recommendations & Areas for Improvement		Status	Due Date	Comment
			[Previously reported to PAB]	<p>Organised Crime Board and the Partnership Board – partners will need to own some of the work identified, yet to be allocated.</p> <p><u>Rationale for deadline extension</u></p> <p>Review of the report and the development of a programme of works could not take place until February 2020. Progress against any agreed actions within the programme of works will be dependent upon any Co-Vid operational activities and the ability for partners to engage and own tasks.</p>
6	<p><u>Area for Improvement</u></p> <p>The force needs to address the deficit it has identified in its medium-term financial plan.</p>	NEW GREEN	<p>December 2019 set to align with the next inspection anticipated early 2020.</p> <p>Now March 2020</p>	<p>Since the time of the inspection [December 2018] considerable efforts have been made by the force and the City of London Corporation to establish a savings plan for 2018/2019 and secure additional funding.</p> <p>The MTFP and was submitted to Performance and Resources Committee [15/11/2019] by Head of Police Authority Finance – this paper provided an update on the current position and the forecast overspend.</p> <p>Medium Term Financial Plan Working Parties with Members of the Police Authority have also been held in the early part of 2020 to discuss and agree issues.</p> <p>Balanced positions are currently projected for 2020/2021.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
7	<u>Area for Improvement</u> The force should ensure that effective external scrutiny takes place in relation to its use of force.	NEW GREEN	December 2019 set to align with the next inspection anticipated early 2020.	Although reflected as separate areas for improvement these both reflect the lack of an external scrutiny group at the time of inspection. Considerable efforts have been made to attract new members to this group and an Introductory day took place on the 11 th June 2019.
8	<u>Area for Improvement</u> The force should ensure that effective external scrutiny takes place in relation to its stop and search powers.	NEW GREEN	December 2019 set to align with the next inspection anticipated early 2020.	The first meeting of the group took place on the 4 th September 2019. The External Scrutiny reviewed both the Stop and Search and Use of Force dashboards at their meeting 11th March 2020. Further meetings are planned. The Police Authority also receives annual reports on Stop and Search Activity and also Custody and Use of Force every autumn for oversight and scrutiny.
9	<u>Area for Improvement</u> The force should extend its unconscious bias training to all its workforce.	NEW GREEN	No deadline set by HMICFRS December 2019 set to align with the next inspection Now March 2020	An online training package has been set to mandatory training for all officers and staff. Completion of training by the workforce is monitored and reported in at Performance Management Group in force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
10	<u>Area for Improvement</u> The force should ensure its anti-corruption strategic threat assessment and control strategy are comprehensive, up-to-date and include current data.	NEW GREEN	December 2019 set to align with the next inspection anticipated early 2020. Now March 2020	These documents have been reviewed for 2018/2019 and 2019/2020. Minor amendments are being made to the anti-corruption control strategy ahead of publication on the force intranet.
11	<u>Area for Improvement</u> The force should ensure that its counter-corruption unit: <ul style="list-style-type: none"> • has enough capability and capacity to counter corruption effectively and proactively; • 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 this will be complete upon the installation of new specialist software; this has been delayed. A project manager has been assigned but before agreement to proceed is given IT have raised concerns regarding compatibility issues with Microsoft 365 for chosen option. 2 forces have piloted a 365 compatible version. The 2 trial forces have finished their periods of testing and have confirmed that the new system is compatible with the 365 environment and the company has reissued their technical specifications and plans to support the Microsoft 365 environment. This has been viewed by the technical architect in force and discussions continue.

Fraud: Time to Choose

This report makes 18 AFIs and recommendations for the force, 17 are complete 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 79	<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>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 dispute with the supplier have prevented a timetable being produced and communicated to Chief Constables.</p> <p><u>Next Steps</u> Further communication to Chief Constables is planned as key decisions are made regarding the way ahead. Next steps were considered at the PAB meeting on the 27th April 2020.</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.</p>
	<p><u>Recommendation</u> By 31 March 2020, the National Police Chiefs' Council Coordinator for Economic Crime and chief constables should ensure that forces have processes in place to accurately and efficiently report fraud outcomes to the National Fraud Intelligence Bureau.</p>	NEW GREEN	March 2020	<p>New guidance was issued to forces late September 2019. The production of monthly exception report [these support accuracy and efficiency] commenced in March 2020 and will be distributed to all forces and their respective PCCs.</p>
	<p><u>Recommendation</u> The National Police Chiefs' Council (NPCC) Coordinator for Economic Crime, in consultation with the Home Office and the Director General of the National Economic Crime Centre,</p>	NEW GREEN	March 2020	<p>A Strategy has been developed; consultation has taken place with PCCs, NECC and other priority stakeholder.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>should develop a national policing strategy for fraud and, by 31 March 2020, secure its approval by the NPCC for adoption by all police forces. The strategy should:</p> <ul style="list-style-type: none"> • make clear the roles and responsibilities of police forces and regional organised crime units; • define the relationship between City of London Police as the national lead force, the National Crime Agency (in particular the National Economic Crime Centre) and other relevant bodies, seeking to ensure that their respective roles and responsibilities complement each other and avoid duplication; and • define how fraud intelligence will be developed, disseminated and put to effective use by police forces and the National Fraud Intelligence Bureau. <p>The implementation arrangements for the strategy should include clear communication and review processes.</p>			<p>The final version of the strategy was signed off by Chief Council October 2019.</p> <p>National governance processes for fraud have been agreed by the Regional Organised Crime Unit Executive Board and National Economic Crime Centre Fraud Gold Group. Regional threat groups now being established - distributed to forces and PCCs</p> <p>Internal governance processes have been agreed and implemented.</p>
9	<p><u>Recommendation</u></p> <p>By 30 September 2019, chief constables should publish their force's policy for responding to and investigating allegations of fraud (in relation to both calls for service and National Fraud Intelligence Bureau disseminations for enforcement).</p>	NEW GREEN	<p>September 2019</p> <p>Extended to February 2020</p>	<p>The ECD Fraud team case acceptance Policy SOP has been reviewed and published internally.</p> <p>An external statement has been finalised and published on the force external website.</p>
10	<p><u>Recommendation</u></p> <p>With immediate effect, the National Police Chiefs' Council Coordinator for Economic Crime, when issuing to police forces advice on fraud protection that is to be given to the public (including alerts and campaigns), should take responsibility for</p>	<p>NEW GREEN</p> <p>Pending sign-off</p>	March 2020	<p>The force submitted a Police Transformation Fund bid to uplift resources to create a national network, this in part, to support the required evaluation.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	evaluating the effectiveness of how that advice is given to the public and the effectiveness of the advice.	force Fraud delivery group 26/6/20		<p>This bid was not successful and alternatives arrangements have been made. Support has been obtained from a partner to develop an evaluation framework. NFIB outputs co-ordinators will be responsible for reviewing the returns from alerts issued.</p> <p>A closure report is to be submitted to the ECD HMICFRS Recommendations Delivery Group [26/6/2020] for formal sign-off.</p>
	<p><u>Recommendation</u></p> <p>With immediate effect, the Director General of the National Crime Agency, in consultation with the National Police Chiefs' Council Coordinator for Economic Crime, should ensure that the tasking powers of the National Crime Agency are used effectively in the case of serious and organised fraud.</p>	WHITE	A deadline for delivery is to be agreed	<p>This action is for the Director General of the National Crime Agency in consultation with the National Police Chiefs' Council Coordinator for Economic Crime</p> <p>CoLP continue to engage with National Crime Agency tasking to ensure Fraud is appropriately represented.</p> <p>An escalation process has been introduced for policing and CoLP is represented in ongoing work to develop an effective national tasking process for serious and organised crime.</p>
14	<p><u>Recommendation</u></p> <p>With immediate effect, the National Police Chiefs' Council Coordinator for Economic Crime should:</p> <ul style="list-style-type: none"> • carry out (and subsequently evaluate) a campaign to raise the public awareness of the existence and role of Action Fraud; and • provide chief constables with a description of the role of Action Fraud for uploading to force websites. 	NEW GREEN	March 2020	<p>A description of the role of Action Fraud has been produced and sent to forces.</p> <p>A draft campaign strategy has been produced and shared with the Home Office who agreed with a multi-agency approach. Radio and sports stadium advertising has taken place and continues to the summer of 2020. Evaluation to date has identified that 5.5 million</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				people have been reached by this messaging. Across this period there has been a notable increase in engagement across the Action Fraud social media channels.
	<p><u>Recommendation</u></p> <p>By 30 September 2019, the National Police Chiefs' Council Coordinator for Economic Crime should provide guidance to Action Fraud and chief constables. This is to ensure that, promptly on reporting a fraud, victims are provided with explanations of:</p> <ul style="list-style-type: none"> • the role of Action Fraud; • the process by which their fraud report will be considered for assessment or referral to the police (or other law enforcement agency) by the National Fraud Intelligence Bureau; • how to obtain an update on the progress of their case; • how, following referral from the National Fraud Intelligence Bureau, the decision on whether and how to investigate rests with the police (or other law enforcement agency); and • the options open to victims of fraud to seek civil redress as an alternative (in cases where criminal investigations are not carried out or do not lead to convictions). 	NEW GREEN	<p>September 2019</p> <p>Extended to April 2020</p>	Guidance has been produced and distributed chief constables and Action Fraud which addresses each of the bullets in this recommendation.

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 13 are complete, 8 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>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 Gaolers 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:</p> <p>Transform programme [Custody] – work is ongoing; Custody being considered within the Investigation strand with proposals to develop alongside the Administration of Justice function in. Detailed staffing structure model being prepared.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<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>Date for maintenance works in Custody is being scheduled – date to be confirmed.</p> <p>Adaptions (lowering of call bell in 1 cell) and introduction of hatched ‘no loitering area’ in reception area are programmed to be delivered during Suite closure.</p> <p>Rationale for extending date: delays around co-ordination of maintenance 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 19 (but subject to ongoing review as circumstances allow).</p>
5	<p><u>Area for Improvement</u></p> <p>The force should manage the health care contract effectively, with escalation to a senior level when the service falls below the standard required.</p>	AMBER	<p>December 2019 to align with the</p>	<p>Performance data has begun to be defined, collected and analysed - work in progress following development of daily/monthly and quarterly Custody performance reports by PIU.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
			HMICFRS return visit Extended to July 2020	Immediate issue identified and challenged with contractor - recording successful coverage of shift when only partial cover provided. Reporting practices to be amended by contractor. Deadline rationale: deadline extended to enable further development of performance report.
	<u>Area for Improvement</u> The force should improve its approach to performance management by collecting comprehensive information, and analysing this to show how well the service is performing and identify where improvements are needed.	AMBER	December 2019 to align with the HMICFRS return visit Extended to June 2020	The force Performance Information Unit produce daily reports which include last 24 hours and 7 day statistics. Monthly performance reports are circulated to the Uniform Policing Directorate senior management team for oversight. The force Custody Management Group reviews use of force performance reports on a regular basis. Specific reports are also commissioned – including disproportionality. Quarterly reporting is ongoing to the force custody management group. A memorandum of understanding for the Appropriate Adult Service is nearing completion. This includes a performance reporting requirement. Deadline rationale: deadline extended to June 2020 to allow for sign off of the Appropriate Adult MOU.
7	<u>Area for Improvement</u> Custody records should be completed to a consistently high standard. The recording of information on detention logs should be sufficiently detailed and include all relevant information. Quality assurance processes should ensure that	NEW GREEN	December 2019 to align with the HMICFRS return visit	Following introduction and embedding with custody management regime of tiered dip sampling process there has been a noticeable improvement in the quality of completed custody records

Recommendations & Areas for Improvement		Status	Due Date	Comment
	the custody records meet the required standards.		then Feb 2020 Now September 2020	A number of 'Show Me Good Guides' have also been produced (and added to force database for officer reference.
	<u>Area for Improvement</u> The force should analyse data relating to diversity, to ensure that outcomes for all detainees are fair and demonstrate that custody services are meeting the public sector equality duty.	NEW GREEN	December 2019 to align with the HMICFRS return visit Extended to April 2020	A benchmarking request was submitted to all forces for learning opportunities; responses have been reviewed. Diversity / demographic data has been included in monthly performance reports. Custody Manager commissioned the force Performance Information Unit to conduct an investigation concerning disproportionality looking at throughput, arrest offences, disposal offences and first disposals. A findings report has been produced and was presented to the force Custody Management Group. A reporting tool for Health & Safety incidents is being investigated to incorporate diversity information results to be included in the Custody Manager's report to the force Custody Management Group.
9	<u>Area for Improvement</u> Staff should routinely consider, and take any appropriate actions to preserve, detainees' privacy at the booking-in desk.	AMBER	December 2019 to align with the	A mitigation has been identified [laptops utilised in a private side room] and has been communicated to officers and included within Continuing Professional Development - safeguarding and welfare responsibilities.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			HMICFRS return visit Extended to Nov 2020	<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. New date not yet confirmed but has been followed up by Custody Manager.</p> <p>Rationale for extending date: delays around co-ordination of maintenance/cleaning teams, use of BTP facilities and operational requirements of force. This is now further impacted by restrictions of CoVid-19 so deadline extended to Nov 2020 (but subject to ongoing review as circumstances allow).</p>
10	<p><u>Area for Improvement</u></p> <p>The approach to managing some elements of risk should be improved. In particular:</p> <ul style="list-style-type: none"> [1] Detainees who are intoxicated should be placed on observation levels that include rousals. [2] Detainees' clothing and footwear should only be removed based on an individual risk assessment. [3] All custody staff should be involved collectively in shift handovers. 	NEW GREEN	<p>December 2019 to align with the HMICFRS return visit</p> <p>Now March 2020</p>	<p>Standard operating procedure has been reviewed and published</p> <p><u>Detainees who are intoxicated</u> – bullet 1</p> <p>Continuing professional development sessions have been conducted which has included this matter. Information also fed back to Learning and Development department trainer for incorporating into future refresher training.</p> <p>Revised qualitative dip sampling template incorporates checking of rousals; custody records compared to custody CCTV. Findings [including good practises] are used by supervisors and learning and development</p> <p><u>Detainees' clothing and footwear</u> – bullet 2</p> <p>Reminders have been issued to all Custody staff</p> <p>This will be further reinforced at ongoing rolling continuing professional development sessions.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>Learning and Development trainer advised to incorporate in Custody refresher training package.</p> <p>Dip Sample process considers not only if initial risk assessment completed but also how well completed and if it adequately covers the rational for risks identified.</p>
				<p><u>Collective in shift handovers – bullet 3</u></p> <p>A new procedure for Custody handovers has been implemented. Guidance on requirements for each shift and role (including Health Care Professional) has been provided alongside a Statement of Expectations for Custody Officers and Dedicated Detention Officers.</p>
				<p><u>Explain to detainees who are held ‘incommunicado’ the reasons for this.</u></p> <p>Reminders have been issued to Custody staff.</p> <p>Revised dip sampling template includes an assessment of whether Rights& Entitlements, if delayed, is with sufficient reason or not.</p> <p>Monitoring of overarching dip sampling results from Qtr2 2018/2019 onwards reveal trend analysis and compliance which can then be addressed accordingly.</p>
				<p><u>Ensure all custody staff provide translated documents</u></p> <p>Documentation is now readily accessible via the force custody system.</p> <p>This information/process is being provided to all Custody Officers via continuing professional development sessions and through Custody Initial and Refresher training.</p> <p>Revised dip sampling template includes a specific test for this.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				Results of dip samples to identify if the required change has been embedded.
	<p><u>Area for Improvement</u></p> <p>The force should strengthen its approach to conducting PACE reviews of detention by:</p> <ul style="list-style-type: none"> • [1]ensuring that it meets the requirements of section 107 of PACE, so that all acting inspectors are appropriately authorised to perform the role and that this is clearly recorded on the custody record • [2]conducting rigorous reviews for detainees held in the custody suite on behalf of others forces, so that investigations are carried out promptly and that these detainees spend no longer than necessary in custody providing accurate and detailed entries on the custody detention log, reflecting the content of the review carried out and ensuring that all detainees are told the outcome of any review conducted while they were sleeping, as required by paragraph 15.7 of PACE code C. 	AMBER	<p>December 2019 to align with the HMICFRS return visit</p> <p>Extended to July 2020 subject to review</p>	<p><u>Requirements of section 107 of PACE – authorisation of acting / temporary inspectors – bullet 1</u></p> <p>Uniform Policing Directorate has determined that processes for authorisations being given are:</p> <p>a) planned /long term authorisations given in advance given and recorded at Uniform Policing Directorate Local Resource Planning meeting.</p> <p>b) for unplanned ad hoc duties.</p> <p>Authority for acting up to Duty / PACE Inspector on an ad hoc basis within Uniform Policing Directorate [UPD] is to be given via on-call UPD Supt and recorded in day-book.</p> <p>Acting and temporary duties SOP have been revised.</p> <p>Dip sampling specifically seeks to identify compliance.</p> <p><u>Reviews for detainees held in the custody suite on behalf of others forces – bullet 2</u></p> <p>Statement of Expectations for Custody Police Sergeants being reviewed. This will include requirement to escalate those cases to Duty Inspector which Custody officer considers are not being</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>progressed expeditiously with particular reference to 'other force' detained persons.</p> <p>Statement of Expectations for Duty Inspector also being reviewed, updated and reissued to include this requirement.</p> <p>Next Steps:</p> <p>Learning & Development [L&D] have prepared a lesson plan for role of Duty/PACE Inspector but as yet have not been able to resource delivery of training programme – still to be timetabled.</p> <p><u>Accurate and detailed entries on the custody detention log</u></p> <p>Included with the dip sample process</p> <p>Rationale for deadline: Extend deadline to July 2020 to allow time for L&D to resource (extended period due to turnover of staffing within L&D impacting delivery timetable).</p>
13	<p><u>Area for Improvement</u></p> <p>Staff should conduct and record standardised daily cell checks</p>	NEW GREEN	<p>December 2019 to align with the HMICFRS return visit</p> <p>Then February 2020</p>	<p>Daily cell checks are undertaken by Dedicated Detention Officers in line with PACE and Health & Safety requirements and are recorded as such in Custody records.</p> <p>A standardised template has been introduced for weekly full suite checks which is monitored by the Custody Manager.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
			Extended to May 2020 [Reported to PAB]	
14	<u>Area for Improvement</u> The force should ensure that all custody staff take part in an annual fire drill	NEW GREEN	December 2019 to align with the HMICFRS return visit Extended to March 2020 (completion of table top exercise for all groups)	All custody staff have completed a specific fire (evacuation) training session and recorded in a Fire Evacuation Exercise Record Document. The Custody Inspector has consulted with City of London Corporation Emergency Planning Officer, to devise and participate. A live exercise is being planned for 2020. This will be in addition to any Facilities Management planned exercises and other unplanned incidents that take place in year.
15	<u>Area for Improvement</u> The governance of the use of force in custody should be improved and provide assurance that when force is used it is safe and proportionate to the risk posed. In particular: <ul style="list-style-type: none"> The force should collate accurate data concerning the use of force and ensure that all incidents are adequately recorded on custody records. 	NEW GREEN	December 2019 to align with the HMICFRS return visit	Work has been conducted with the Performance Information Unit to develop a reconciliation process between the force system for recording use of force and application of use of force as detailed in Custody records. Accurate records have been achieved latest reports show 100% compliance. A dip sampling process is in place, reviewing CCTV footage cross referenced to custody record. Findings from dip samples are used for learning opportunities.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> All staff involved in incidents in which force is used should complete individual use of force forms. Incidents involving the use of force should be quality assured, including cross-referencing with closed-circuit television. 		Extended to June 2020	External publication of Custody use of force data is being considered.
16	<p><u>Area for Improvement</u></p> <p>Detainee care should be improved. In particular, detainees should: be able to access fresh air and exercise in a suitable facility; be routinely provided with toilet paper; and be provided with replacement footwear when theirs is removed.</p>	NEW GREEN	<p>December 2019 to align with the HMICFRS return visit</p> <p>Now March 2020</p> <p>Extended to December 2020 [funding only]</p>	<p><u>Exercise Yard</u></p> <p>The Accommodation Project Team have now secured funding for this project utilising underspends from the accommodation decant City of London Police budget. A small minor works project has been set up with City Surveyors. Covid 19 restrictions are delaying obtaining competitive quotes but the process continues.</p> <p><u>Issue of toilet paper and replacement footwear</u></p> <p>Reminders have been issued and will be raised again at the next series of rolling continuing professional development sessions to embed.</p> <p>All detained persons to be encouraged to wear footwear provided when they are moving around suite outside of cell.</p> <p>Dip sampling of initial Risk Assessment records to ensure actions taken in respect of risks identified are adequately recorded.</p>
17	<p><u>Area for Improvement</u></p> <p>The force should ensure that it consistently identifies when an appropriate adult is needed for a vulnerable adult, and that one is subsequently secured without undue delay.</p>	AMBER	December 2019 to align with the	Completion of The Appropriate Adult Service memorandum of understanding is nearing completion - final amendments and sign-off pending. Appropriate adult cover being extended to include vulnerable adults as well as children and for 24/7.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			HMICFRS return visit Extended to June 2020	Deadline rationale: deadline extended to June 2020 to allow for completion and sign off of Appropriate Adult arrangements
	<u>Area for Improvement</u> Joint performance monitoring meetings should routinely analyse evidence about all aspects of staffing (vacancies, contingencies, training and supervision) and focus performance data to obtain assurance about detainee outcomes rather than simply considering health care practitioner activity.	NEW GREEN	December 2019 to align with the HMICFRS return visit Now March 2020	Data extract work is being undertaken within the Performance Information Unit to support performance monitoring. Contractor Operations Manager provides a rota detailing when Health Care Practitioners are available at Bishopsgate Police Station and when on call. Joint Contractor/City of London Police performance meetings take place - an agreed agenda format is now being used which incorporates issues log, resourcing, rotas, and performance report as standing items. Monthly meetings for remainder of year have been scheduled.
19	<u>Area for Improvement</u> The provision of the planned embedded seven-day pilot scheme should be introduced as soon as practically possible.	NEW GREEN	December 2019 to align with the HMICFRS return visit Now March 2020	Liaison and Diversion are a 'free service' provided by the NHS and it is outside of the Force's control as to what it actually receives. The pilot as reported to HMICFRS has not fully materialised due to Liaison and diversion [L&D] resourcing and funding issues. Whilst L&D staff are not permanently located within Bishopsgate Police Station, 24/7 services can still be accessed across this timeframe via a call out process. The force does maintain a good working relationship with L&D managers who can and do address any shortcomings identified.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p><u>Area for Improvement</u></p> <p>The recording of release arrangements, to ensure that detainees are released safely, should be more detailed.</p>	AMBER	<p>December 2019 to align with the HMICFRS return visit</p> <p>Now March 2020</p> <p>Now July 2020</p>	<p>This was included in continuing professional development sessions for Custody Officers.</p> <p>A dip sampling template examines this area with results showing that pre-release risk assessments are more comprehensive and detailed, showing actions the Custody Officer has taken to ensure that the safety of the detained person is paramount upon release.</p> <p>Show Me Good guidance documents have been produced and placed on Force database including one for a Pre-release risk assessment.</p> <p>A review of travel assistance offered upon release has been conducted. Outcome, agreed to secure and supply travel warrants to cover both national (Network Rails) and local (TfL) warrants for issue to detained persons as necessary.</p> <p>Method of establishing an account with the Rail Delivery Group has been sourced and now liaising with force Finance team for delivery of supporting financial arrangements to complete. Suitable contact and arrangements with TfL still to be sourced.</p> <p>Rationale for Deadline: To allow time for processes to be put in place and arrangements secured with TfL.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
22	<u>Area for Improvement</u> Detainees should be moved to escort vehicles in a way which protects their dignity and privacy.	NEW GREEN	December 2019 to align with the HMICFRS return visit Now Jan 2020	In the absence of a 'van dock' to the custody suite, the Uniform Policing Directorate Head has directed that drivers of vans / cars delivering to or conveying prisoners from Bishopsgate Police Station must reverse to the station doors. This will relieve the risk of indignity as highlighted by the inspection, but also maximise officer safety and minimise risk of prisoner escape, thereby minimising physical risk to prisoners. Dignity and Respect SOP has been updated and published to include guidance re van docking requirements.

Policing and Mental Health - Picking Up the Pieces

A national joint report by HMICFRS
Published November 2018

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	<u>Recommendation</u> 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	WHITE	August 2019	Practise guideline from the College of Policing to help force benchmark their triage activity are pending. However this is something which the force already undertakes – the most recent assessment examined the period November 2018 to

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>services with partners to make sure mental health care needs are being met.</p> <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 is held at WHITE pending the outcome of a review by the NPCC lead and College of Policing

Recommendations & Areas for Improvement		Status	Due Date	Comment
6	<p><u>Cause of concern</u></p> <p>We found that forces don't consistently use the Home Office cyber-enabled flag. This means forces and the government may not have good enough information to understand how much different groups are targeted online, which means they can't make sure effective decisions are made about how to respond.</p> <p><u>Recommendation</u></p>	NEW GREEN	<p>October 2018</p> <p>Extended to February 2019</p> <p>Extended to:</p>	<p>The Crime Screening, Allocation Finalisation SOP includes Flagging guidance for online cyber enabled and cyber dependant.</p> <p>The Performance Information Unit have confirmed that this flag is used to extract data from forces systems and used within returns to the Home Office.</p> <p>The force crime and incident registrar conducts audits the results of which are reported to the force Crime Standards Board. These audits</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	We recommend that, within three months, chief constables make sure that the Home Office cyber-enabled flag is consistently applied, and that forces have adequate systems in place to make sure that this is done.		September 2019 Now March 2020	frequently involve the reviewing of flags [including cyber] to ensure they have been applied appropriately or omitted. Crime Standards Board [27/2/20] received a report 'Crime outcomes audit' which found that correct [mandatory] flags were applied in 77% of cases, however all online [cyber enabled/dependant] flags were accurately recorded.
	<u>Recommendation</u> Our inspection shows that some hate crime victims get a better service than others. This is because forces apply the national minimum standard of response to victims of hate crime inconsistently. <ul style="list-style-type: none"> • We recommend that, within six months, the NPCC lead for hate crime works with the College of Policing to review the operational guidance about the minimum standard of response to establish if it is still appropriate and relevant for forces • We recommend that, following the review, any agreed minimum standard of response for forces should be monitored by force governance processes, including external scrutiny. 	WHITE	January 2019	This action is for the NPCC lead for hate crime and College of Policing. The force complies with current guidance issued by the College of police Hate crime operation guidance 2014. The College of Policing are reviewing their guidance and consultation closed 5/11/2019. There is currently no date for formal publication. College of Policing APP website last checked 19/5/2020.

PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS
Published March 2018

This report was published 22nd March 2017. There are 4 recommendations which apply to the force and are to be progressed.

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<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 in attendance. The force submitted its Vulnerability Action Plan to the NPCC lead (Norfolk) Although broadly positive, feedback was received that we needed to improve our strategic training with partners. Supt UPD Ops is negotiating attendance for CoLP and relevant COL leads to attend the highly recommended MPS-designed Hydra exercise called the Strategic Partner Agency Safeguarding Exercise (SPASE) designed for senior leaders in policing, health, education, children and adult services.</p> <p>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.</p>

Committee(s): Police Authority Board	Date(s): 22 nd June 2020
Subject: Policing Plan 2019-20- Performance against measures for end Q4	Public
Report of: Commissioner of Police Pol 39-20	For Information
Report author: Strategic Development	

Summary

This report summarises performance against the measures in the Policing Plan 2019-20 for the period 1st April 2019 to 31st March 2020. This report is normally submitted to your Performance and Resource Management Committee.

MEASURE	1 st Quarter 2019-20	2 nd Quarter 2019-20	3 rd Quarter 2019-20	4 th Quarter 2019-20	TREND
Measure 1: The number of crimes committed in the City	REQUIRES ACTION	REQUIRES ACTION	REQUIRES ACTION	REQUIRED ACTION	➡
Measure 2: The capability and impact the Force is having against countering Terrorist Activity.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡
Measure 3: The capability and impact the Force is having against countering Cyber Attacks.	SATISFACTORY	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	➡
Measure 4: The capability and impact the Force is having against countering Fraud.	SATISFACTORY	CLOSE MONITORING	CLOSE MONITORING	CLOSE MONITORING	➡
Measure 5: The capability and impact the Force is having in safeguarding and protecting Vulnerable People.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡
Measure 6: The capability and impact the Force is having against countering Violent Crime.	CLOSE MONITORING	CLOSE MONITORING	REQUIRES ACTION	SATISFACTORY	⬆
Measure 7: The capability and impact the Force is having in policing City Roads.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡

Measure 8: The capability and impact the Force is having providing Protective Security to the City and responding to Public Order.	SATISFACTORY	SATISFACTORY	SATISFACTORY	SATISFACTORY	➡
Measure 9: The capability and impact the Force is having against countering Acquisitive Crime.	REQUIRES ACTION	REQUIRES ACTION	REQUIRES ACTION	REQUIRES ACTION	➡
Measure 10: The level of satisfaction of victims of crime with the service provided by the city of London police.	DATA NOT AVAILABLE	NO INFORMATION	NO INFORMATION	NO INFORMATION	N/A
Measure 11: The percentage of people surveyed who believe the police in the City of London are doing a good or excellent job.	Reported Annually	Reported Annually	SATISFACTORY	SATISFACTORY	➡

Recommendation

Members are asked to: Note the report.

Main Report

Background

1. This report presents Force performance against the measures published in your Police Authority Board's three year Policing Plan 2017-20 for the year 2019-20, reporting for the performance for quarter 4 to the end of March 2020. Supporting data is contained within Appendix 1 and is provided for Members' reference.
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 Board continues to reflect the grading reported at the Force PMG and the summary table shows the trend from the previous quarter over a rolling 4 quarter period where available.

Current Position

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

3. A comparison for Q4 2019-20 with the same period in 2018-19 shows that:
 - The level of overall crime reported in the City has risen by 21% (1509 crimes) for the year based on the level of crime recorded in 2018/19. There have been 8755 crimes recorded in 2019/20 compared to 7246 for the year in 2018/19.

- The corresponding sanction detection percentage rate for YTD to end of Q4 for 2019-20 for all crimes is 20% (16% in 2018-19) and for Positive Outcome rate (including Community Resolution) is 21% (18% in 2018-19).
4. National comparison – The most recent published data for national crime goes to the end of December 2019, comparing the 2019/20 financial year to date (FYTD) to the 18/19 FYTD at this point nationally there had been a 3% rise in crime across England and Wales with 36 out of 43 forces seeing an increase.
 5. Based on the end of December national data (latest available), COLP was 42nd out of 43 forces for the percentage increase being experienced. Derbyshire was the highest of all police forces (30.1%). Looking at national levels of crime it has been rising since February 2018 with the most recent increasing trend starting in early 2019. This is similar to the pattern we are seeing in the City. However, there have been noticeable reductions since the COVID -19 outbreak and impact of lockdown.
 6. Nationally the detection rate for all crime for the FYTD as at December 2019 was 11%; and the Positive Outcome rate of 13%. CoLP's end of year position shows that the Force has performed well above this for both measures as can be seen in paragraph 3 bullet 2.
 7. The most significant areas of *reduction* for Q4 in comparison with the same period in 2018-19 are for:
 - Violence with injury (-22% decrease, -100 crimes)
 - Robbery of business Property (-20% decrease, -9 crimes)
 - Rape (-43% decrease, -12 crimes)
 - Stalking and harassment (-21% decrease, -31 crimes)
 - Theft of motor vehicle (-27% decrease, -15 crimes)
 8. The Crime Squad was enhanced and specific roles and responsibilities were allocated to Senior Officers in Crime around offender management and Uniformed Policing around the Patrol Strategy, with clearer lines of 'ownership'.
 9. Throughout the year, reductions in violence with Injury may be attributed to Operation Sparta tactics which included a high visibility violent crime Task Force flooding hot spot areas on the street and on the main arterial routes. It is a partnership approach with the Metropolitan Police Service (MPS).
 10. With reference to Robbery of business property, a decrease in comparison to last year is probably due to the overall focus on crime reduction targeting those wanted on warrant and prevention and target hardening at repeat business/ retail locations.
 11. There has been a notable decrease in Rape in recent months with none recorded in November or December 2019 for the first time since September 2017.

What are the main issues?

12. The Policing Plan measures shown as either 'Requires Action' or Close Monitoring' for Q4 period ending 31st March 2020 are:
 - **Measure 1**-The number of crimes committed in the City is assessed as 'Requires Action';
 - **Measure 3**: The capability and impact the Force is having against countering Cyber Attacks at end of Q4 has been assessed as 'Close Monitoring'.
 - **Measure 4**: The capability and impact the Force is having against countering Fraud at end of Q4 is assessed as 'Close Monitoring'
 - **Measure 9**- The capability and impact the Force is having against countering Acquisitive Crime continues to be assessed as 'Requires Action'.

What are we doing about it?

13. Positive police action over the past 12 months continues to develop and refine tactical deployments. For 2020-21, the Assistant Commissioner is developing a fresh approach to Crime Reduction, tactical deployment and reduction of harm and this will be subject of a separate report to the Board.
14. Throughout 2019-20, the Daily Crime Meeting was attended by the DCI and DI for Crime, and is a forum to review crime trends feeding into the Daily Management Meeting (DMM) for quick time organic tasking which has no doubt had a positive impact on reducing crime in certain areas.
15. The Performance Information Team met with Crime, Public Protection Unit and Community Policing each month in 2019-20 to understand operational context to emerging and existing crime trends. This led to a greater understanding of the reasons behind the performance trends; and resulting in earlier identification of emerging trends in turn supporting proactive efforts and tasking aimed at reducing crime.
16. During the year, a series of internal Directorate, Departmental, Unit, Team and individual performance metrics were developed. These informed a series of 1:2:1 meetings led by the T/Commander Operations who met with response group and unit Inspectors to drive through performance and productivity improvements. This regime was impacted by the outbreak of COVID-19 as the demographic of the City changed dramatically over the last 2 months and crime reduced. However, the performance year was largely over by the time the lockdown was implemented on the 23rd March 2020.
17. Throughout 2019-20 targeted Operations were put in place including such operations as Operations Sparta (Violent Crime types) and Op Tundra (Acquisitive Crime types) and Senior Officers were given specific responsibility and focus for offender management.

18. Further specific details of analysis and the Force's operational response is detailed below.
19. **Measure 1:** The number of crimes committed in the City
This measure is shown as 'Requires Action' reflecting the current 21% increase in crime compared to the same period in 2018/19. Overall in volume this represents an increase of 1509 recorded crimes within the City for the performance year 2019-20.
20. The four main areas of increase by volume have been seen in the following crime categories:

All Other Theft Offences: 836 offence (45%) increase.
Theft from The Person: 270 offence (42%) increase.
Drug Possession: 183 offence (47%) increase.
Drug Trafficking: 57 offence (56%) increase.

(Both Burglary Residential (10 offence increase -77%) and Homicide (1 offence increase 100%) are showing significant percentage increases but the numbers are low and no real trend identified, however the Force is not complacent in this regard).
21. A data analysis was commissioned to understand the trends for All Other Theft; specifically bag theft since April 2019. This required a manual trawl of the crime reports across the data category.
22. Since April 2019 the four sub categories the main drivers for theft which are: bag theft, dipping, gym theft and distraction theft, accounted for 65% of All Other Theft reports, with bag theft alone accounting for a third of all reports (33%).
23. Operations set up in February / March to combat these crime types included:
 - Operation Tundra (bag theft) at hotspot locations including licensed premises.
 - Operation Mingo (distraction theft) at licensed premises and café hotspots-This is mostly mobile phones.
 - Operation Bangkok- (Gym thefts) at key locations, but these venues change at pace.
24. Owing to the reduction in footfall during the lockdown it is anticipated that all the above crime types will be less prevalent and this may be reflected in the next report on crime statistics for the commencement of the new performance year.
 - Operation Pelvis- Burglary-This is an operation which has been set up to combat burglary and is continued during lockdown as many commercial premises are vulnerable. A burglar was caught in the act by one of the CoLP teams on patrol in mid April.
25. Drug offences- Although Drug Possession (increase of 47%) and Trafficking (increase of 56%) were showing increases for the period to the end of March 2020 (rolling 12 months), both of these crime types appear in the top ten reasons

for arrest, with Drug Possession 2nd with 419 arrests to end of February 2019 and Drug Trafficking 5th with 286 arrests for the same period.

26. **Measure 3:** The capability and impact the Force is having against countering Cyber Attacks.
This is reflected as Close Monitoring through the Crime Plan reporting due to resourcing of the Department. The investigative team of the Cyber Crime Unit has been operating with only 30% of the establishment of Constables i.e. 2 against 7. The workload is 51 investigations. The current number of staff in the High Tech Crime Unit whose work supports the investigations of the Cyber Crime Unit has been adversely impacting the ability to investigate cybercrime. The Force is reviewing the allocation of staff to this important area of business with plans to allocate 4 officers from the 67 uplift posts. This is being addressed through the Strategic Workforce Planning group chaired by the Assistant Commissioner.
27. **Measure 4:** The capability and impact the Force is having against countering Fraud.
This is reflected as 'Close Monitoring' through the Crime Plan reporting. Although performance has stabilised in most areas, the Force recognises that this requires close attention. A full National Lead Force Performance Update was submitted to your Board on the 5th June so analysis is not re-produced here.
28. The Economic Crime Directorate continues to have an impact on pursuing serious organised criminal including Op RADIUM which is part of a NECC fraud uplift (Op OTELLO) which seeks to increase law enforcement's responses to fraud. As Commander ECD updated at the 5th June Board, CoLP has focussed on the disruption of courier fraud and a number of emerging Economic Crime types linked to COVID-19 pandemic such as Phishing and Fraud linked to the NHS Track and Trace.
29. Full scrutiny of performance in this area will continue to be overseen by your Economic Crime Board which will receive a full update on the ECD KPA's and provide challenge in this area of business when the Committees resume.
30. **Measure 9-** The capability and impact the Force is having against countering Acquisitive Crime.
31. This is shown as Requires Action in the Force Crime Plan due to the increase in crime in this category by 23% for the year compared to 2018/19, this represents an increase of 1067 offences. The three categories where crime has increased the largest by volume this year in this category are as follows:
- **All Other theft Offences:** 836 offence increase.
 - **Theft from the Person:** 270 offence increase.
 - **Robbery of Personal Property:** 30 offence increase.
32. However, it is worth noting that in the final 2 months of the year for Victim Based Acquisitive Crime fell significantly by 115 offences (-25%) from February (461)

to March (346) an impact that is attributable to the reduced footfall in the City of London and the build up to the lockdown on the 23rd March.

33. In relation to Robbery of Personal Property, the majority of offences took place on the street. This was true for all offences in March and there were no repeat locations. There was one robbery in March where the victim was threatened with a knife, an iPhone was snatched from the victims hand and then the offender threatened to stab the victim showing them a knife in their waistband.
34. As aforementioned, Operation Tundra has been the main focus for resources targeting bag thefts from licensed premises. An Operation Tundra Problem Profile is maintained by the Force Intelligence Bureau (FIB). The profile identified Thursday and Friday evenings as the key times for offending, with specifically laptop bags and backpacks being targeted. However, the impact of COVID-19 has resulted in a 50% decrease in crime during March compared to February.
35. The Force is continuing to focus on acquisitive crime moving forward into the new performance year and as the lockdown eases, increases in this crime type are anticipated. There are already emerging increases in Shoplifting and Burglary Business.
36. **Measure 6:** The capability and impact the Force is having against countering Violent Crime.
37. This is now reflected as Satisfactory as levels of Victim based Violent Crime fell significantly during the last 2 months of the year with a reduction of 12 offences (-13%) from February (89) to March (77). However, again the Force recognises that this crime type may increase as the lockdown eases and the year progresses. Many offences are linked to licensed premises and the night time economy and as Members will be aware this is currently not an issue as licensed premises are closed.
38. **Measure 10-** The level of satisfaction of victims of crime with the service provided by the city of London police.
39. No information is currently available. This is because the City of London Police engaged an external company to conduct the Victim Satisfaction Survey. Unfortunately, after difficulties engaging with this company, it transpired the company shut down and is trading under a different name. The Director of Information Management Services is discussing this with procurement and legal. Another supplier, was identified with a view to re-establishing this important measure and has already identified significant improvements regarding how we can communicate and support the engagement with victims.

Anti-Social Behaviour

40. Although ASB has not been identified in the strategic assessment as a priority for City of London for 2019-20, it is recognised that this is an important issue for the residents and workers and the Force, in discussion with Members agreed that this would be reported on as part of the Policing Plan measures.

41. The Categories of ASB are defined by the Home Office National Standard of Incident Recording (NSIR) and are set as part of the Home Office Counting Rules (HOCR). Rough Sleeping is not a classification category.
42. In practice rough sleeping related incidents as reported by complainants tend to fall into a number of the available categories (listed below) including – trespass, inconsiderate behaviour, begging/vagrancy, noise nuisance. Additionally, the Member suggested that the reports should not use the term ‘vagrancy’, however it is a descriptor as defined by the Home Office and therefore the Force, whilst understanding the sensitivities, will continue to need to use the descriptor in the data collection set.

Source: NSIR HOCR

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

Data and response

43. Data for the calendar year April 2019-March 2020 is presented in Appendix 2.

Key Findings

- There has been a decrease in ASB incidents in 2019/20 compared to 2018/19.
- The decrease is particularly evident in March 2020 where there has been a large decrease most likely due to the impact of the national response to COVID-19.
- The most common issues raised were classified as Inconsiderate Behaviour, and many also featured drunken behaviour and/or begging and vagrancy- these were also the top 3 ASB incident categories in 2018/19 so ASB trends have remained the same.

Response

44. During 2019-20, the Force has continued to combat ASB and **Operation Luscombe** is the main tactical operation for this. The Chief Inspector for Community Policing has worked with The Ministry of Housing, Communities and Local Government and secured funding to pay for one PC and one PCSO to work directly with the City of London Corporation's Outreach Team and will focus specifically on ASB in the City. This will ensure the sustainability of Operation Luscombe.

Corporate & Strategic Implications

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

Conclusion

46. The Force continues to work on the areas where the Policing Plan Measures indicate that an improved response is required. T/Cdr Evans implemented a robust response to Force Performance and Crime Reduction during the last year with the Assistant Commissioner chairing the Force Performance Management Group and holding those responsible for delivery to account. However, it should be noted that there is a national crime increase trend. The measures reported within this report are for the 2019/20 Policing Plan.
47. The Force has published a new Policing Plan for 2020-23. This was presented to your February 2020 Board and signed off by delegated authority in March by the Town Clerk in consultation with the Chairman and Deputy Chairman. The next report will report on the new measures for the new Policing Plan to your Performance and Resource Management Committee.

Appendices

- Appendix 1 –End Q3 Data for Measures Against Policing Plan
- Appendix 2- ASB Data and analysis

Appendix 1-

Measure 1	City Crime Overview	Assessment	REQUIRES ACTION
AIM/RATIONALE	To ensure the overall picture of crime within the City is monitored and emerging trends are acted upon within year.		

Crime Volumes by Category

Crime Category	Month on Month					Financial Year To Date					Rolling 12 Months				
	Current Month	Previous Month	Frequency Change	% Change	Direction	FYTD 18/19	FYTD 19/20	Frequency Change	% Change	Direction	Previous Rolling 12 months	Current Rolling 12 months	Frequency Change	% Change	Direction
All Other Theft Offences	157	219	-62	-28%	↓	1853	2089	836	45%	↑	1853	2089	836	45%	↑
Arson	0	1	-1	-100%	↓	0	3	3	-	○	0	3	3	-	↓
Bicycle Theft	29	31	-2	-6%	↓	473	442	-31	-7%	↓	473	442	-31	-7%	↓
Burglary - Business/Community	22	14	8	57%	↑	302	308	6	2%	↑	302	308	6	2%	↑
Burglary - Residential	1	0	1	0%	○	13	23	10	77%	↑	13	23	10	77%	↑
Burglary All	23	14	9	64%	↑	315	331	16	5%	↑	315	331	16	5%	↑
Criminal Damage	16	23	-7	-30%	↓	220	269	49	22%	↑	220	269	49	22%	↑
Death Or Serious Injury Unlawful Driving	0	0	0	0%	○	0	0	0	-	○	0	0	0	-	○
Drug Possession	34	27	7	26%	↑	391	574	183	47%	↑	391	574	183	47%	↑
Drug Trafficking	6	12	-6	-50%	↓	102	159	57	56%	↑	102	159	57	56%	↑
Homicide	0	0	0	0%	○	1	2	1	100%	↑	1	2	1	100%	↑
Miscellaneous Crimes Against Society	25	18	7	39%	↑	170	264	94	55%	↑	170	264	94	55%	↑
Other Sexual Offences	10	4	6	150%	↑	74	78	4	5%	↑	74	78	4	5%	↑
Possession Of Weapons Offences	8	4	4	100%	↑	67	80	13	19%	↑	67	80	13	19%	↑
Public Disorder	30	32	-2	-6%	↓	424	476	52	12%	↑	424	476	52	12%	↑
Rape	2	1	1	100%	↑	28	16	-12	-43%	↓	28	16	-12	-43%	↓
Rape & Other Sexual Offences	12	5	7	140%	↑	102	94	-8	-8%	↓	102	94	-8	-8%	↓
Robbery Of Business Property	1	0	1	0%	○	45	36	-9	-20%	↓	45	36	-9	-20%	↓
Robbery Of Personal Property	4	9	-5	-56%	↓	93	123	30	32%	↑	93	123	30	32%	↑
Shoplifting	65	70	-5	-7%	↓	923	891	-32	-3%	↓	923	891	-32	-3%	↓
Stalking And Harassment	7	14	-7	-50%	↓	147	116	-31	-21%	↓	147	116	-31	-21%	↓
Theft From Motor Vehicle	10	19	-9	-47%	↓	166	171	5	3%	↑	166	171	5	3%	↑
Theft From The Person	49	98	-49	-50%	↓	637	907	270	42%	↑	637	907	270	42%	↑
Theft Of Motor Vehicle	7	0	7	0%	○	55	40	-15	-27%	↓	55	40	-15	-27%	↓
Vehicle Interference	1	1	0	0%	○	14	11	-3	-21%	↓	14	11	-3	-21%	↓
Violence With Injury	12	28	-16	-57%	↓	462	362	-100	-22%	↓	462	362	-100	-22%	↓
Violence Without Injury	46	42	4	10%	↑	586	715	129	22%	↑	586	715	129	22%	↑
All Crime	542	667	-125	-19%	↓	7246	8755	1509	21%	↑	7246	8755	1509	21%	↑
Victim-Based Violence	77	89	-12	-13%	↓	1298	1289	-9	-1%	↓	1298	1289	-9	-1%	↓
Victim-Based Acquisitive	346	461	-115	-25%	↓	4574	5641	1067	23%	↑	4574	5641	1067	23%	↑
Crimes Against Society	103	93	10	11%	↑	1154	1553	399	35%	↑	1154	1553	399	35%	↑

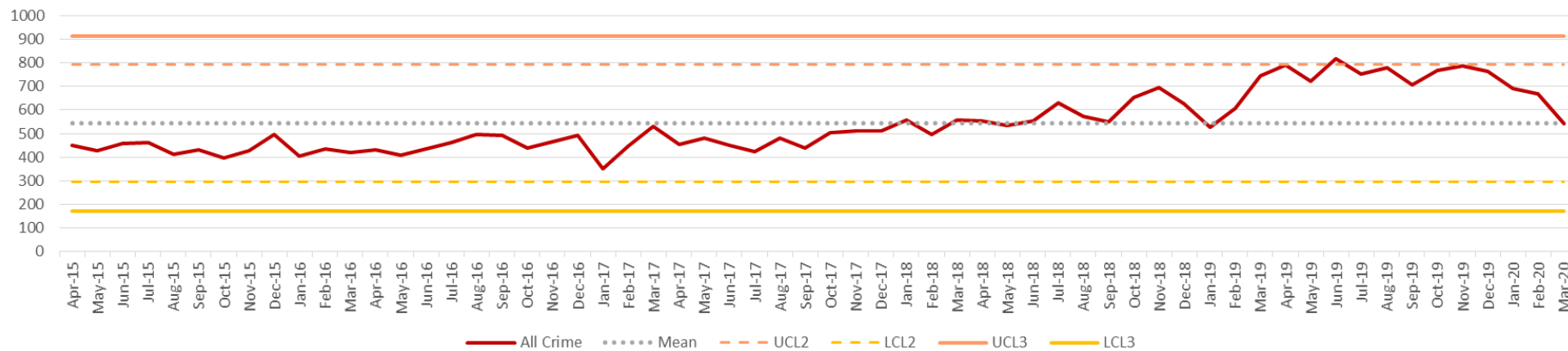
•Direction symbols: ↑ increase ↓ decrease ○ no change

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

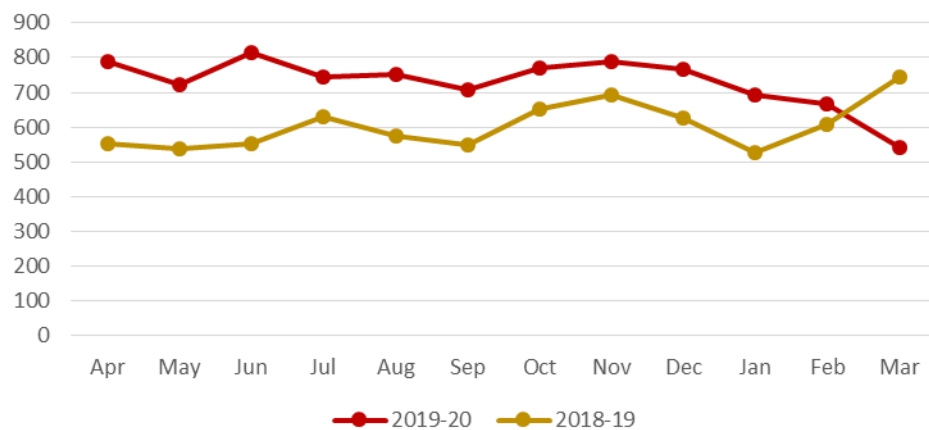
Detections Financial Year to Date

Crime Category	Sanctioned Detections FYTD		Positive Outcomes FYTD		Sanctioned Detections 18/19		Positive Outcomes 18/19	
	Count	Rate	Count	Rate	Count	Rate	Count	Rate
All Other Theft Offences	116	4%	121	4%	48	3%	56	3%
Arson	0	0%	0	0%	1	-	1	-
Bicycle Theft	18	4%	18	4%	17	4%	18	4%
Burglary - Business/Community	59	19%	59	19%	44	15%	44	15%
Burglary - Residential	2	9%	2	9%	0	0%	0	0%
<i>Burglary All</i>	<i>61</i>	<i>18%</i>	<i>61</i>	<i>18%</i>	<i>44</i>	<i>14%</i>	<i>44</i>	<i>14%</i>
Criminal Damage	42	16%	52	19%	21	10%	36	16%
Death Or Serious Injury Unlawful Driving	0	-	0	-	0	-	0	-
Drug Possession	499	87%	508	89%	320	82%	324	83%
Drug Trafficking	122	77%	122	77%	59	58%	59	58%
Homicide	2	100%	2	100%	0	0%	0	0%
Miscellaneous Crimes Against Society	116	44%	130	49%	72	42%	73	43%
Other Sexual Offences	15	19%	15	19%	9	12%	9	12%
Possession Of Weapons Offences	39	49%	40	50%	31	46%	32	48%
Public Disorder	106	22%	109	23%	73	17%	80	19%
Rape	2	13%	2	13%	0	0%	0	0%
<i>Rape & Other Sexual Offences</i>	<i>17</i>	<i>18%</i>	<i>17</i>	<i>18%</i>	<i>9</i>	<i>9%</i>	<i>9</i>	<i>9%</i>
Robbery Of Business Property	13	36%	14	39%	2	4%	2	4%
Robbery Of Personal Property	9	7%	9	7%	6	6%	6	6%
Shoplifting	298	33%	352	40%	266	29%	323	35%
Stalking And Harassment	12	10%	13	11%	22	15%	30	20%
Theft From Motor Vehicle	2	1%	2	1%	2	1%	2	1%
Theft From The Person	26	3%	26	3%	5	1%	5	1%
Theft Of Motor Vehicle	8	20%	8	20%	1	2%	1	2%
Vehicle Interference	1	9%	1	9%	0	0%	0	0%
Violence With Injury	90	25%	93	26%	97	21%	105	23%
Violence Without Injury	115	16%	132	18%	74	13%	102	17%
<i>All Crime</i>	<i>1712</i>	<i>20%</i>	<i>1830</i>	<i>21%</i>	<i>1170</i>	<i>16%</i>	<i>1308</i>	<i>18%</i>

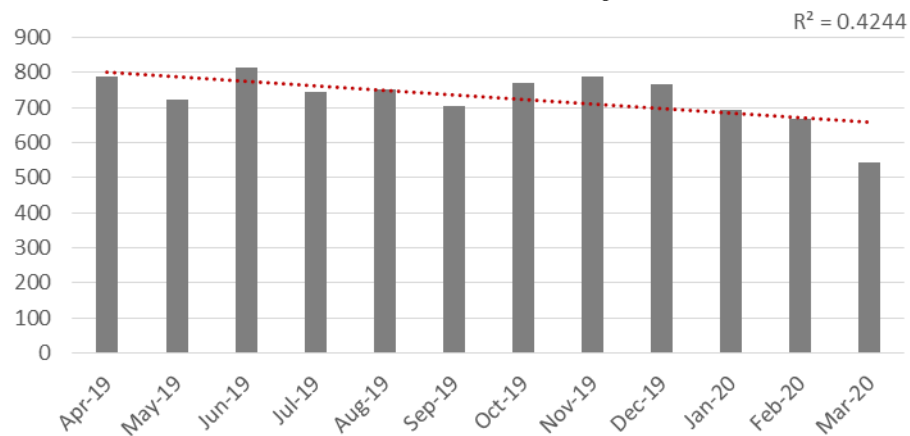
Five Year Trend Chart



All Crime Comparison 2018-19 and 2019-20



All Crime - Monthly



Measure 2	Counter Terrorism					Assessment	SATISFACTORY					
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to combat the terrorist threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.											
Reason for Assessment	The force has sufficient resources to implement the 4P plan as envisaged as reported by Crime plan return.											
ACT & ARGUS DATA												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number Act Awareness	180	237	229	44	22	214	264	103	200	110	30	45
Percentage consider Force capable	100%	100%	100%	100%	100%	100%	100%	100%	100%	100	100	100
Number Argus Attendees	20	42	40	41	0	77	61	104	0	71	35	60
Percentage consider Force capable	100%	100%	100%	100%	N/A	100%	100%	100%	100%	100	100	100
COUNTER TERRORISM INVESTIGATION DEMAND												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Investigations processed by CT FMIU	11	5	15	5	3	8	21	6	21	11	12	20
Trend	-	↓	↑	↓	↓	↑	↑	↓	↑	↓	↑	↑
Year to Date Rolling Total	11	16	26	31	34	42	63	74	95	106	118	137
OP LIGHTNING REPORTS (Hostile Reconnaissance)												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Op Lightning Reports 2016-17	20	6	12	20	17	14	21	9	12	18	11	22
Op Lightning Reports 2017-18	18	22	35	17	7	20	20	19	11	11	5	3
Op Lightning Reports 2018-19	11	8	11	11	18	8	7	10	17	6	9	11
Op Lightning Reports 2019-20	16	8	12	10	4	9	19	4	12	2	10	9
Trend	↑	↓	↑	↓	↓	↑	↑	↓	↑	↓	↑	↓

SERVATOR STATS 2018/19

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

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

SERVATOR STATS 2019/20

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Deployments	97	82	67	95	96	66	42	82	136	97	74	104
Engagement (Key Servator messages given)	2300	2190	3000	2440	2990	1530	1160	2670	5517	7050	1655	1117
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
Intels	7	5	5	7	9	5 (1CT*)	4	9	21 (3)	5	7	3

*CT refers to Counter Terrorism.

Measure 3	Cyber Attack			Assessment			CLOSE MONITORING						
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to combat the cyber crime threat facing the City and ensure the Force is providing an adequate response to mitigate this threat.												
Reason for Assessment	Resourcing- but posts allocated from 67 uplift, being recruited to.												
CYBER CRIME NFIB REFERRALS													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
2015-16 (Month)	1	2	2	0	2	4	2	0	2	0	2	1	18
2016-17 (Month)	4	7	5	6	6	5	4	3	4	8	9	0	61
2017-18 (Month)	3	5	5	6	12	6	5	4	7	8	8	10	79
2018-19 (Month)	3	5	10	9	9	9	7	0	5	8	5	3	73
2019-20 (Month)	3	6	6	3	4	6	6	6	4	2	5	1	52
Change (Month)	0	3	0	-3	+1	+2	0	+6	-1	-2	0	-2	-21
Trend	➡	⬆	➡	⬇	⬆	⬆	➡	⬆	⬇	⬇	➡	⬇	⬇
ANALYSIS													
Current situation with Covid 19 is giving rise to various coronavirus-themed phishing and malware-distribution scams with victim profiles ranging from individuals to national governments.													

CYBER GRIFFIN BRIEFINGS 2018/19													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Number of Cyber Griffin Events	-	-	1	1	1	1	1	0	1	3	1	4	
Number of people attending Cyber Griffin	-	-	40	49	55	45	46	0	28	95	45	125	
Satisfaction rate of attendees	-	-	-	-	87%	87%	87%	-	87%	91%	91%	100%	
CYBER GRIFFIN BRIEFINGS 2019/20													
Number of Cyber Griffin Events	5	12	14	14	5	15	11	9	8	15	14	11	
Number of people attending Cyber Griffin	190	400	478	481	560	669	756	364	310	710	490	239	
Satisfaction rate of attendees	100%	97%	98%	98%	98%	99%	99%	99%	98%	99%	99%	99%	
ANALYSIS													
The Covid 19 situation has severely impacted Cyber Griffin with all physical events now cancelled. However, the team has released videos on how to work safely from home and are about to start a series of webinars for local, regional (ROCU) and national (Protect network) clients.													

Measure 4: The capability and impact the Force is having against countering Fraud. **CLOSE MONITORING.** This is reflected as ‘Close Monitoring’ through the Crime Plan. Performance has stabilised in this area and this was reported in detail to your 5th June Police Authority Board. This area of business is scrutinised by your Economic Crime Board.

Measure 5	Vulnerable Persons			Assessment			SATISFACTORY							
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to protect vulnerable people within the City and ensure the Force is providing an adequate response to improve public safety.													
Reason for Assessment	Force has capability and capacity to deal with current volume in this area.													
VULNERABILITY STATS														
Strand		Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Latest Trend
Adults at Risk		45	44	48	58	47	47	41	41	53	37	28	28	➡
Children at Risk		33	25	25	30	36	23	29	28	20	34	18	19	⬆
Child Protection, Child Sexual Exploitation and Abuse & Missing Children	Child abuse	4	0	5	4	0	1	0	3	3	3	0	2	⬆
	CSE	1	0	0	0	0	0	0	1	0	0	0	0	➡
Domestic Abuse		8	12	12	8	12	19	11	9	14	14	14	8	⬇
Harmful Practices	FGM	0	0	0	0	0	0	0	0	0	0	0	0	➡
	Forced marriage	0	0	0	0	0	0	0	0	0	0	0	0	➡
	HBV	0	0	0	0	0	1	0	1	2	0	1	0	⬇
Hate Crime		15	11	12	15	16	20	13	16	7	9	10	12	⬆

Managing Violent Offenders		6	7	6	7	5	5	4	4	4	4	4	4	➡
Mental Health		48	47	59	79	71	64	74	55	72	53	46	38	↓
Mental Health & Suicides	Suicides	2	0	0	1	0	0	1	1	0	0	0	0	➡
	Attempted suicides	16	8	13	10	9	13	1	8	7	6	7	1	↓
Modern Slavery & Human trafficking		1	4	0	2	0	0	2	4	2	4	0	1	⬆
Prevent		2	0	1	3	2	0	1	3	2	2	2	0	↓
Rape and Other Sexual Offences	Rape	2	1	2	1	3	1	3	0	0	1	1	2	⬆
	Other Sexual Offences	3	6	6	4	14	10	7	6	5	3	4	10	⬆
Stalking & Harassment		10	5	12	9	9	11	15	11	4	11	17	7	↓

Measure 6	Victim Based Violent Crime	Assessment	SATISFACTORY						
AIM/RATIONALE	The aim is to provide the Force will sufficiently detailed information (intelligence and statistics) to allow it to manage its response to violent crime efficiently and effectively. Victim based violent crime is one of two categories of crime (the other being acquisitive crime) that constitutes the greatest volume of crime.								
Reason for Assessment	There has been a 1% decrease in the level of violent crime recorded in 2019/20 compared to 2018/19.								
VICTIM BASED VIOLENT CRIME									
Crime Category	Current Month	Financial Year To Date				Rolling 12 Months			
		FYTD 18/19	FYTD 19/20	Frequency Change	% Change	Previous Rolling 12 months	Current Rolling 12 months	Frequency Change	% Change
Homicide	0	1	2	1	100%	1	2	1	100%
Violence With Injury	12	462	362	-100	-22%	462	362	-100	-22%
Violence Without Injury	46	586	715	129	22%	586	715	129	22%
Stalking And Harassment	7	147	116	-31	-21%	147	116	-31	-21%
Rape	2	28	16	-12	-43%	28	16	-12	-43%
Other Sexual Offences	10	74	78	4	5%	74	78	4	5%
Victim-Based Violence	77	1298	1289	-9	-1%	1298	1289	-9	-1%

Measure 7	Roads Policing				Assessment				SATISFACTORY					
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to improve road safety within the City and ensure the Force is providing an adequate response to mitigate this threat.													
Reason for Assessment	No issues highlighted within reporting period.													
KSI BREAKDOWN 2019-20														
	TOTAL CASUALTIES FOR THE FISCAL YEAR OF:													
	2019 - 20				2019 - 18				2018 - 17					
	CLASSIFICATION	FATAL	SER.	SLIGHT	TOTAL	FATAL	SER.	SLIGHT	TOTAL	FATAL	SER.	SLIGHT		TOTAL
	PEDESTRIANS	1	9	88	98		19	77	90	2	26	80		108
	PEDAL CYCLES		6	53	59		15	106	127		20	98		118
	POWERED 2 WHEEL		4	24	28	1	9	69	79		11	63		74
	CAR OR TAXI		2	68	70		2	39	41		1	63		64
	P.C.V.		1	8	9		2	11	13		1	19		20
	GOODS		0	7	7			2	2		1	2		3
	OTHER		0	8	8			3	3					0
	TOTAL	1	22	256	279	1	47	307	355	2	60	325		387
	Total Casualties	1	22	256	279	1	47	307	355	2	60	325		387
	PI Collisions	1	22	249	249	1	46	307	355	2	60	318		380
The figure in red, 68, is believed disproportionate due to ability now to report on-line. The result being someone can report themselves away from the scene as the victim in a car, with whiplash for example.														
ROAD POLICING AND SMOOTHING TRAFFIC FLOW														
		2018/19					2019/20							
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total			
Other operations	Phones/Seatbelts	66	62	73	111	312	35	35	35	24	129			
Speeding in the 20mph zone	TOR	16	44	33	68	161	28	7	13	28	76			
TOTAL		82	106	106	179	473	63	42	48	52	205			

Number of vehicles seized from ANPR only	31	35	18	23	107	22	37	29	18	106
Total number of vehicles seized from ANPR / No Ins or No DL or both	119	145	113	156	533	148	182	156	134	620
Number of pre-planned enforcement and/or education operations targeting Large Goods Vehicle within City of London	34	33	27	22	116	19	17	11	20	67
Number of LGV's stopped	294	194	192	155	835	51	165	169	171	556
Number of LGV's stopped with offences	200	114	158	140	612	28	128	138	145	439
Number of offences	455	270	364	232	1321	94	128	152	238	612

Cycle Fixed Penalty Notices

Cycle FPNs Issued												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
FPN's issued by month 2018-19	7	19	21	34	19	7	8	12	5	14	6	13
FPN's issued by month 2019-20	6	8	8	7	8	9	23	8	5	12	2	6

Measure 8	Public Order & Protective Security					Assessment			SATISFACTORY					
AIM/RATIONALE	The aim is to provide the Force with an overview of activity undertaken to mitigate the threat facing the City through public disorder and ensure the Force is providing an adequate response to mitigate this threat.													
Reason for Assessment	Force response able to meet current levels of threat.													
PRE-PLANNED EVENT UPDATE														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD	
Pre-planned Events*	34	18	15	14	13	17	19	15	22	14	24	10	205	
Events requiring police presence	62	53	33	39	42	45	53	42	58	12	22	7	468	
Events requiring 5 officers or more	51	44	23	28	32	28	35	26	36	0	6	4	313	
CRITICAL INCIDENTS														
	2018/19						2019/20							
	Q1	Q2	Q3	Q4	Total		Q1	Q2	Q3	Q4	Total			
Critical Incidents	4	0	2	5		11	6	4	2			12		
ANALYSIS														

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Measure 9	Acquisitive Crime	Assessment	REQUIRES ACTION							
AIM/RATIONALE	The aim is to provide the Force with sufficiently detailed information (intelligence and statistics) to allow it to manage its response to acquisitive crime efficiently and effectively. Victim based acquisitive crime represents the Force’s largest volume crime area.									
Reason for Assessment	This reflects the rise in this crime type within the year and although operations put in place there was still a significant increase (23%).									
ACQUISITIVE CRIME										
Crime Category	Current Month	Financial Year To Date				Rolling 12 Months				
		FYTD 18/19	FYTD 19/20	Frequency Change	% Change	Previous Rolling 12 months	Current Rolling 12 months	Frequency Change	% Change	
Robbery of Business Property	1	45	36	-9	-20%	45	36	-9	-20%	
Robbery of Personal Property	4	93	123	30	32%	93	123	30	32%	
Burglary – Residential	1	13	23	10	77%	13	23	10	77%	
Burglary – Business Community	22	302	308	6	2%	302	308	6	2%	
Theft of Motor Vehicle	7	55	40	-15	-27%	55	40	-15	-27%	
Theft From Motor Vehicle	10	166	171	5	3%	166	171	5	3%	
Vehicle Interference	1	14	11	-3	-21%	14	11	-3	-21%	
Theft From The Person	49	637	907	270	42%	637	907	270	42%	
Bicycle Theft	29	473	442	-31	-7%	473	442	-31	-7%	
Shoplifting	65	923	891	-32	-3%	923	891	-32	-3%	
All Other Theft Offences	157	1853	2689	836	45%	1853	2689	836	45%	
Victim-Based Acquisitive Crime	346	4574	5641	1067	23%	4574	5641	1067	23%	

Measure 10	Victim Satisfaction	Assessment	NO INFORMAITON
AIM/RATIONALE	The aim of this measure is to provide the Force will sufficiently detailed information to manage the quality of its service provision to the victims of crime. Although victim satisfaction surveys are a statutory requirement, they provide an essential indicator of the level of professionalism the Force portrays and provides. The Force includes victims of acquisitive crime, which is not required by the Home Office, as without those victims, the sample size for the City of London would not be statistically valid.		
Reason for Assessment	Currently no information reported for this measure.		
VICTIM SATISFACTION			
RESULTS			
The City of London Police engaged an external company to conduct the Victim Satisfaction Survey. Unfortunately, after difficulties engaging with this company, it transpired the company shut down and is trading under a different name. The Director of Information is discussing this with procurement and legal. Another supplier, was identified with a view to re-establishing this important measure and have already identified significant improvements in how we can communicate and support the engagement with victims. The commercial arrangements are presently being resolved with an anticipated launch before the end of May. Local sampling of victims has taken place over the last 12 months and this data is provided to support ongoing measures.			

Measure 11	Community Satisfaction	Assessment	SATISFACTORY
AIM/RATIONALE	This measure assesses the public’s perception of the Force, based on people who probably have not been a victim of crime but are part of the City of London community, be it in the capacity of resident, worker, or business. It will use a different survey from the Street Survey.		
Reason for Assessment	Results of survey.		
COMMUNITY SATISFACTION RESULTS			
<p>This measure is assessed based on the feedback from the survey question 5: How good or poor a job do you think City of London Police are doing?</p> <p>The Street survey aspect has been completed with 526 respondents overall with a further 103 respondents within the online aspect of the survey.</p> <p>The street survey results can be compared to the street survey results of 81% for the 2018/19 survey for face to face respondents and 83% for online respondents.</p> <p>For 2019/20 the Force has achieved a feedback response of 89% of street survey respondents stating it does an Excellent or Good job. This has increased by 8%.</p> <p>For 2019/20 the Force has achieved a feedback response of 83% of online survey respondents stating it does an Excellent or Good job, this is the same figure as achieved in 2018/19.</p> <p>Overall these responses rate this measure as Satisfactory.</p>			

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ASB Highlight Report

End of Year Report 2020

Compiled by:	PIU
Reviewed by:	Performance Analysis Manger
Directorate:	I&I
Date completed:	03/04/2020

Appendix 2

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How the Report Data was obtained

The data obtained in this report was completed using SAP Business Objects and extracting the information from RMS Niche. The search has been built on the criteria provided as a result of the ASB audit – it includes all occurrences where the local qualifier and stats classification are set to ASB.

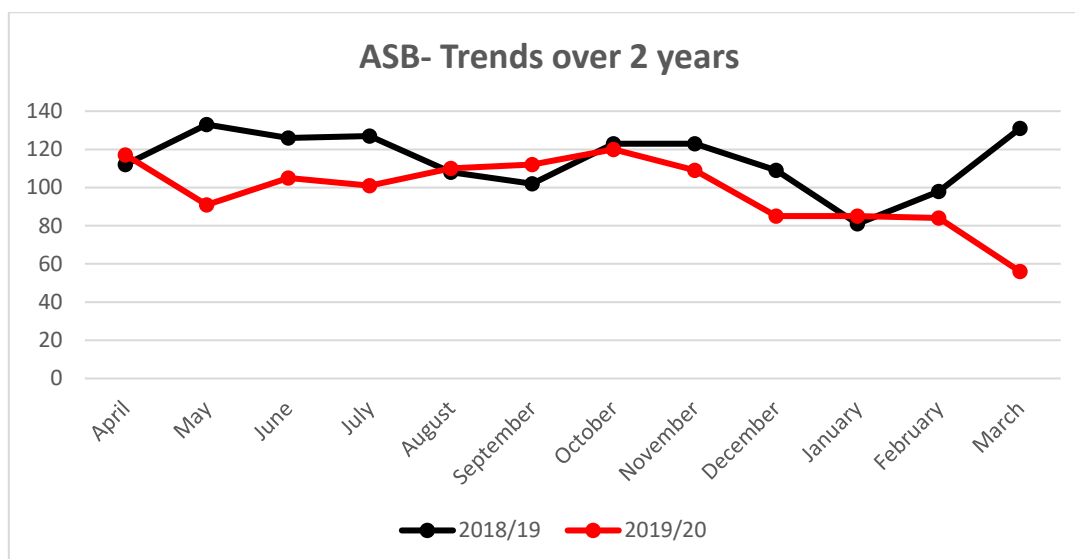
City of London Anti-Social Behaviour (ASB)

Data Highlight Report Overview

1.1 Key Findings

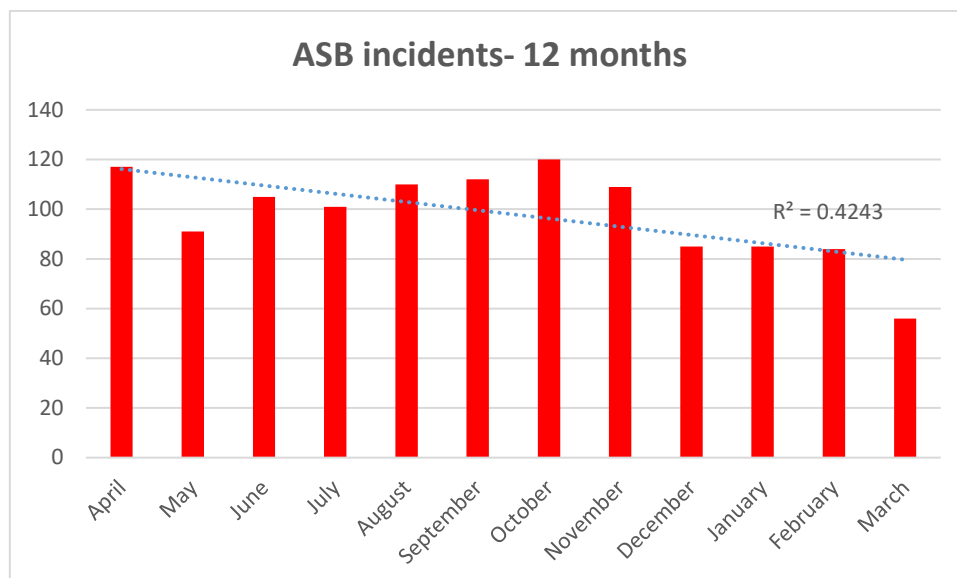
- There has been a decrease in ASB incidents in 2019/20 compared to 2018/19.
- The decrease is particularly evident in March where there has been a very large decrease most likely due to COVID-19.
- The most common issues raised were classified as Inconsiderate Behaviour, and many also featured drunken behaviour and/or begging and vagrancy- these were also the top 3 ASB incident categories in 2018/19 so ASB trends have remained the same.

1.2 ASB Incident Data Overview



The graph above compares trends for ASB incidents over the last two years. Despite similar levels for August-October to 2018/19 there have been lower levels of ASB incidents in 2019/20. This is particularly evident in March where the difference is largest. From the graph above it would be expected that an increase would be experienced in March however this is the lowest it has been all year. This trend is likely to continue with much lower levels of ASB due to the impact of COVID-19. With the UK in lockdown and only essential travel permitted there is a lot less people in the City. All licensed premises in the City are closed as well as any shops, premises that are not considered essential.

Appendix 2



The graph above breaks the last 12 months down and it demonstrates a decreasing trend of ASB incidents throughout the year. ASB incidents peaked in October and were particularly high for the period of August-November. Since December there have been much lower volumes of ASB incidents month and month and this mirrors the trend for Home Office recordable crime where the large percentage increase was starting to become more consistent.

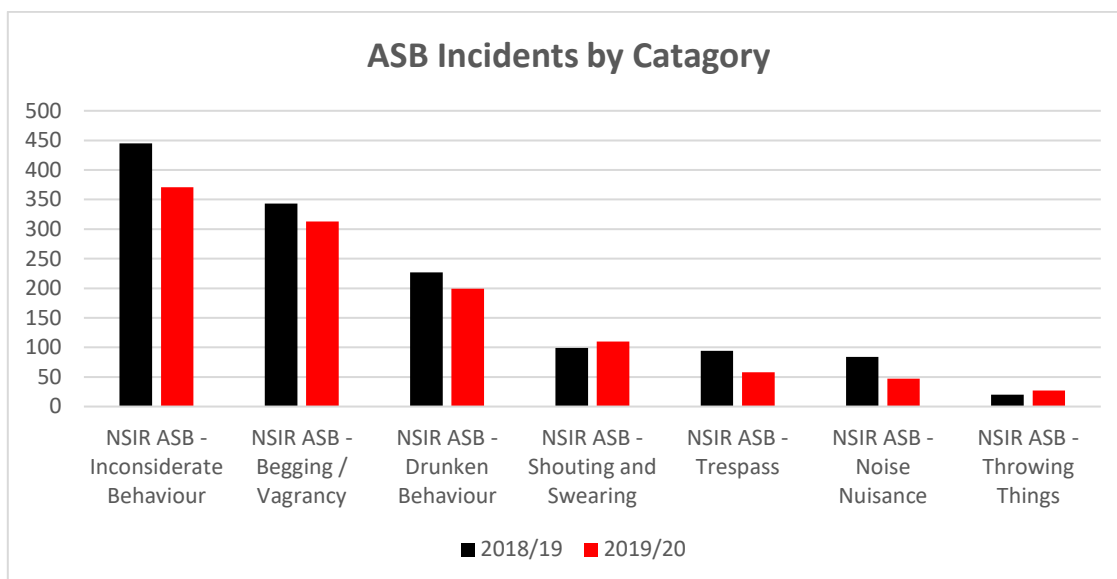
Month (2019-20)	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Incidents	117	91	105	101	110	112	120	109	85	85	84	56

The current quarterly period (Jan-March 2020) recorded an average of 75 incidents, this is compared to 92 in the previous three month period and 114 in the quarter previous to that. Although this year follows the recognised pattern where December and January have lower ASB due to the Christmas period the spike experienced in March last year is not reflected in the data for this year. Again this is most likely to be due to COVID-19.

Appendix 2

1.3 Data Breakdown

1.3.1 Highest Recorded Categories of ASB

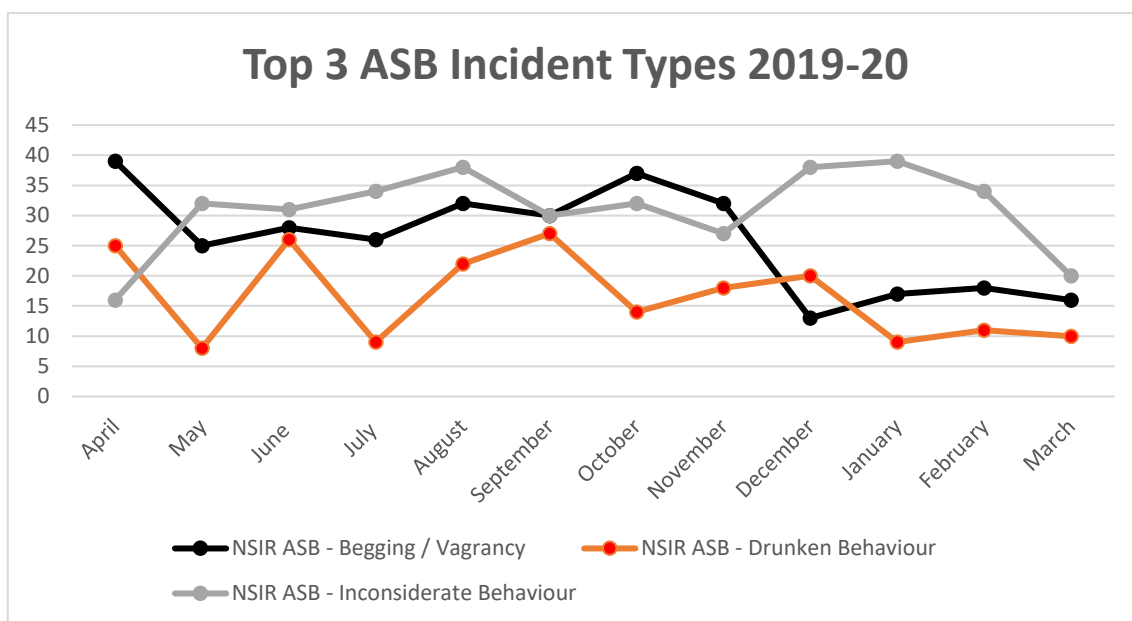


The above graph demonstrates the most common categories of ASB incident over each year. Despite volumes being smaller in 2019/20 the same types of ASB incidents are most common.

Inconsiderate Behaviour is the most common category of incident recorded with just over 371 incidents in 2019/20 this is a decrease of 74 (445) since 2018/19. The next most common categories of incident are **Begging/Vagrancy** with 313 and **Drunken Behaviour** with 199 incidents. These three categories are consistently the highest recorded.

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

Appendix 2



The above breakdown of the top three ASB categories demonstrates that the overall fall in incidents during December was driven by a dramatic fall in Begging/Vagrancy. This category was relatively stable with between 25 and 40 incidents per month throughout the year, but fell to only 13 in December, with a minimal rise to 18 in January which has continued in February and March.

In contrast, Drunken and Inconsiderate Behaviour both rose in December with drunken behaviour falling off in January and also remaining constant for February and March- this is likely to be due to Christmas parties etc. Inconsiderate behaviour maintained its increase in February before dropping slightly in February and eventually falling dramatically in March.

The majority of Begging/Vagrancy incidents related to rough sleepers blocking entrance points, and refusing to wake up and/or move on. There were also complaints of abusive behaviour towards passers-by or staff, busking and begging, and public urination/defecation.

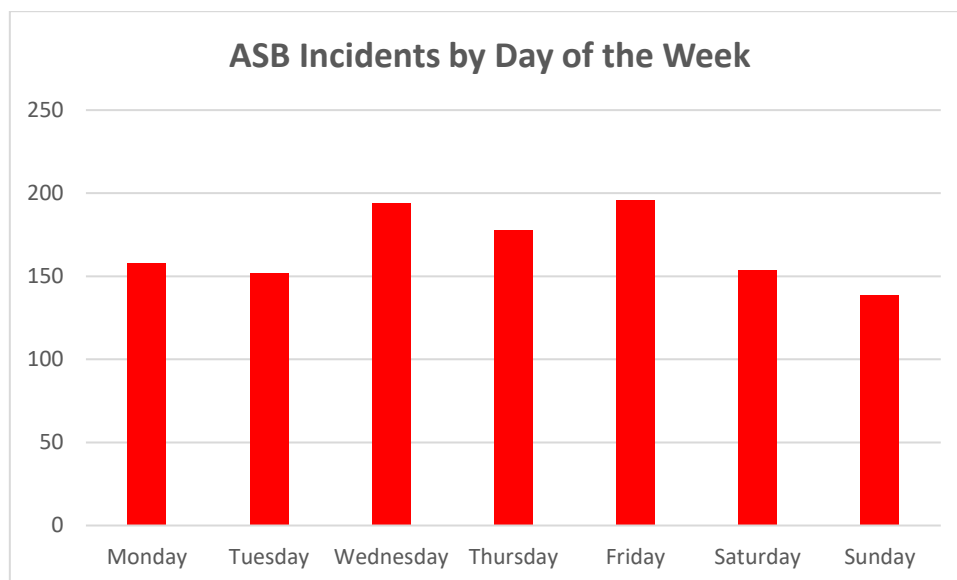
Drunken behaviour issues reported in the period included people refusing to leave licenced premises, demonstrating aggressive behaviour and starting fights, and public urination. The majority involved a solo male offender, although there were similar reports featuring groups of males.

Many of the reports of Inconsiderate Behaviour could have been included under the drunken behaviour or begging/vagrancy incident types. A large proportion of the additional issues included youths gathering on private property, skateboarding and cycling without permission, and smoking cannabis. Further incidents featured people arguing and refusing to leave premises.

Appendix 2

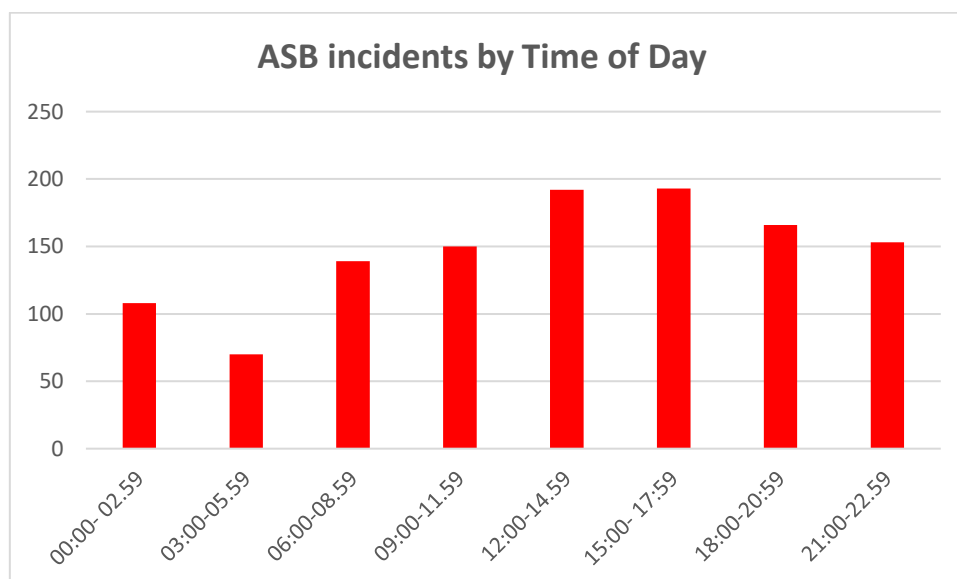
1.3.2 Days of Week

On average there have been three ASB incidents reported per day during the current yearly period. Incidents are most commonly reported on Friday and Wednesdays. Friday has been the most common day for ASB incidents to occur when analysing by quarter with Wednesday not usually showing as a trend, however when analysing a year of data this is a clear trend. Weekends are also relatively low.



1.3.3 Time of Day

Reporting of all ASB incidents in the current period are shown in the below graph broken down by three hour periods across the day. Incident reports tend to be lower in the early hours of the morning through to lunchtime. Occurrences then peak during the evening rush hour and from 9pm to midnight. Looking at the incident types, Begging/Vagrancy incidents are mostly recorded during the mornings from 0900 hours, while Inconsiderate Behaviour starts at midday peaking in early evening. As might be expected, Drunken Behaviour is highest during the late afternoon though to the early hours of the morning.



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Committee(s):	Date(s):
Police Authority Board	22 nd June 2020
Subject: Human Resources Monitoring Information- 1 October 2019 to 31 March 2020	Public
Report of: Commissioner of Police Pol 41-20	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 October 2019 to 31st March 2020**. The data presented is in the format previously agreed by the Performance and Resource Management Committee to which this report is normally submitted. The data in the report includes information on:

- **The Force strength** – which at the end of March 2020 was 767.72 (FTE) Police Officers and 444.49 (FTE) Police Staff. The figures include PCSOs, apprentices and staff that are in funded posts. Please note that the Establishment was 518.22 for staff and 843 for Officers.
- **Sickness** – The average working days lost for Police Officers is 7.52 days and for Police Staff is 9.61 days during full financial year 19/20. Using Home Office national measures, the absence rate for officers for the year was 2.89% and the absence rate for staff was 3.7%.
- **Grievances** – 5 grievance cases have been submitted by 2 Police Officers and 3 Police Staff during the reporting period.
- **Employment Tribunals** – There have 2 new Employment Tribunal cases submitted during the reporting period, both by Police Staff.

Recommendation

Members are asked to: Note the Report

Main Report

Background

1. The City of London Police Human Resources Directorate provide a performance monitoring report to the Police Performance and Resource Management Sub Committee. This report covers the reporting period between 1st October 2019 and 31st March 2020.

Workforce Management

2. As of 31st March 2020, the City of London Police has an overall strength of 767.72 Police Officers, against an Establishment model of 843. 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 (outlined below) additional governance reporting into the Strategic Workforce Planning Meeting has been enacted. This included a Recruitment Gold Group chaired by The Director of HR and an Uplift Working Group chaired by the Assistant 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.
5. The force's Workforce Plan which was introduced in December 2018 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.
6. The Workforce Plan is closely linked with the STRA process which takes place in the autumn. 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.
7. The strength of Police Staff is currently 444.49 (FTE) against an Establishment model of 518.22. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current fixed-term contracts. A robust framework has been implemented to reduce the number of agency staff roles which has been achieved and continues to be closely monitored by the Strategic Workforce Planning Meeting.

Table of CoLP Officer and Staff Establishment Figures vs Strength as of 31/03/2020

Rounded FTE		31/03/15	31/03/16	31/03/17	31/03/18	31/03/2019	31/03/2020 *
Officers	Establishment	730.5	730.5	735	735	756	843
	Strength	727	698.86	675.49	695.38	735.47	767.72
Staff	Establishment	460.7	450	468.1	451.10	451.10	518.22
	Strength	396	413.71	411.46	443.20	413.02	444.49
PCSO's (included in staff numbers)	Establishment	16	22	22	14	6.79	6.79
	Strength	10	16	11	8	5.79	4.79
Specials	Establishment	100	100	100	100	100	100
	Strength	61	55	58	73	76	76
Agency	Strength	31	18	18	33	24	8
Volunteers	Strength	16	23	21	9	12	10

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

8. Due to both the growth of 67 officer posts granted mid-year and the allocation of posts as part of the government's drive to increase UK Police Officers by 20,000 the force has added an additional 2 probationer intakes into the workforce plan for 19/20. The force has also profiled in regular transfer officer campaigns which will target skills that the force require.
9. In order to manage this growth in Police Officer numbers, additional officers & staff have been taken on within Learning & Organisational Development as well as the core HR recruitment team. This has been funded by government uplift funding. The timescale to achieve this has been challenging given the volume required which was unplanned.
10. The vetting unit within the Professional Standards Department, which supports recruitment activity, has also been enhanced with staff and has been through a review of processes in order to streamline and improve vetting timescales.
11. The force will be undertaking a new process for Student Officer Recruitment using new College of Policing Police Educational Qualifications Framework (PEQF) which will aim to attract a diverse range of applicants. The first intake in this method will be in April 2021 with our Higher Education Partner, Coventry University which has a base in the City of London.
12. The force will also be working with Police Now to utilise a direct entry detective route for late 2020. This will bring in high calibre graduate candidates through an agreed national process directly to our Crime Directorate. This will help improve numbers and also adopt this innovative and culturally changing approach to becoming a detective within policing.
13. Currently in CoLP we have 10 volunteers spread across all directorates of the force. In addition we have in excess of 100 in the First Aid Nursing Yeomanry (FANY) some of whom are currently supporting 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 100 probationers and 220 transferees, which supports the Force's Corporate Plan. This plan now reflects the growth from funding and posts agreed by the City of London Corporation/ Police Authority and HM Governments Operation Uplift for year 1. Year 2 is expected to be lower but will

be determined later in 2020 when the growth details are provided. The skills the force will require for the next 5- 10 years in order to deliver on the Corporate Plan objectives will be determined through a variety of avenues: The Strategic Threat and Risk Assessment (STRA) process; the Transform Programme outcomes; the analysis of our skills database 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 Strategy 2017-20 at the City of London Police provides the framework that we use to ensure that we attract, retain and develop our total workforce and ensure our approach is consistent, fair and equitable. A three year review has been undertaken in readiness for an updated Talent Development Strategy, due in July 2020. 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.
16. During the reporting period, the following main areas have been delivered against the framework. **Define:** Workforce Plan and Skills matrix. **Attract:** Established new attraction plan. **Select:** Recruitment & Selection training for recruiting managers being developed. CVF incorporated into recruitment promotion and PDR process and officer & staff briefings delivered. **Develop & Manage:** Core Leadership programme established for newly promoted Sergeants. Delivery of Management Development programme for all managers. Application & Interview workshops for all officers and staff. Established feedback process delivered for all officers and staff. **Engage & Retain:** Return scheme established for retention of officers. Review of reward & recognition process in place.
17. 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 in 2020/21

PEQF (Policing Education Qualifications Framework):

18. 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.
19. The Force has initiated discussions with the selected suppliers, Coventry University, curriculum design team and is confident that the Forces first PCDA

delivery will be ready for the spring 2021 cohort as planned. The Force is working with City Solicitors and Procurement to finalise details.

Training Needs Analysis:

20. The work undertaken previously to baseline mandatory training for all officers and staff within force via the Training Needs Skills Analysis Database now feeds into the overall training improvement process and is a key tool in the prioritisation of training. The ability to identify skills gap areas against this baselined mandatory training has been somewhat limited by the quality of data held within the training administration system so to remedy this, a skills audit is to be carried out as a strand of the HR Integrated Project, which will commence imminently and provide a means of ensuring that training records and skills are accurately recorded on the training system therefore improving the quality of data extracted by the skills matrix report.

Recovery Options for Mandatory Training (Op Tamar)

21. As we have ensured procedures are in place to encourage excellent attendance rates for our mandatory training, the suspension of face-to-face training during the Covid-19 response period will not affect our compliance rates. The College of Policing has provided an accreditation extension of 3 months, this may be increased further. As such, our compliance rates for Personal Safety Training (92-95%) and First Aid Training (95%) are far higher than the National average and expected to remain as such. Recovery options for training have been proposed and are now being explored so that, once we are able to return to classroom training, we have a plan that we can implement both quickly and effectively, with minimal disruption to force assets and at minimal cost.

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

22. Our 'red' cohort of 10 students started on 30th January 2020 and completed on 17th April 2020. Our second intake of this year started on 30th March 2020, meaning we were dealing with a slight overlap. This cohort is more than double the size (24 students) to the previous cohort. Due to Covid-19, a decision was made that for the health of our students and resilience of our trainers, all IPLDP training would be delivered remotely for the time being. Using a combination of blended learning methods including virtual classrooms and online training packages, we have successfully flexed our delivery method.
23. Planning is underway to ensure that the mandatory training elements (which require practical application and cannot be trained remotely) are delivered as soon as guidance allows.

Custody Training:

24. The custody tracker continues to be updated to ensure all staff are current and up to date. In the period of 1st October 2019 to 31st March 2020 the following

training has taken place: Two Custody officer courses with 5 City Delegates and 3 BTP. One Gaoler course with 5 Constables. Four Custody Refreshers with 2 Designated Detention Officers, 10 Constables and 14 Sergeants. Also created during this period was an Inspector Custody course for newly promoted Inspectors – no courses run as yet.

Continued Professional Development (CPD)

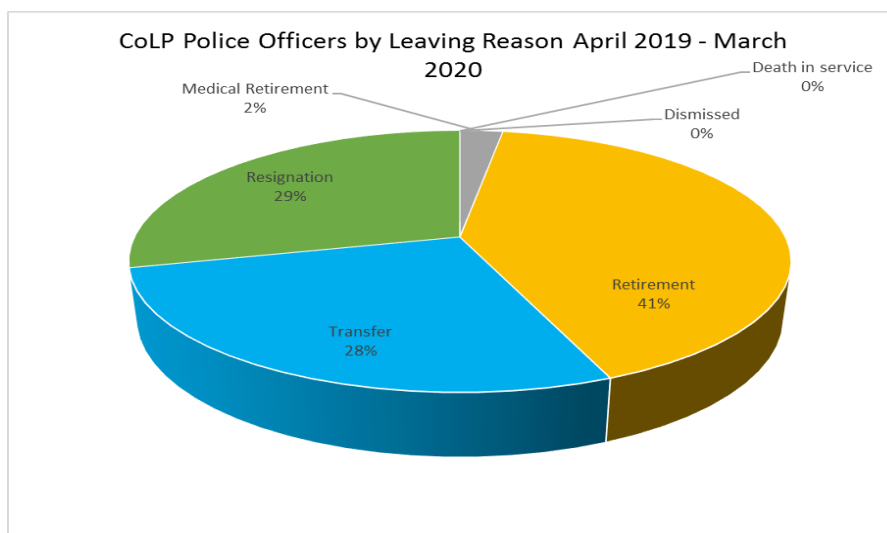
25. We have strived to increase CPD opportunities for both officers and staff across the force. A 'grab bag' was launched by our Chief Officer Team in December 2019, these are available to all officers in supervisory positions and contain a checklist of documents, SOPs and other useful information to assist with the many varied incidents that they may need to deal with. Weekly 'Focus on' sessions have been delivered to an audience of between 50 & 75 officers & staff. These have been thematic presentations from external guest speakers who have led on high profile investigations or incidents and offer learning.

Labour Turnover

26. During the reporting period, 50 Police Officers and 19 Police Staff left the City of London Police. The turnover rate for the 19/20 year for officers is 9.9% and for staff is 11.1%. 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. This latest national data shows the turnover for officers reduced from 9.3% in 17/18 to 8.25% in 18/19, but staff turnover increased from 11.6% in 17/18 to 13% in 18/19.

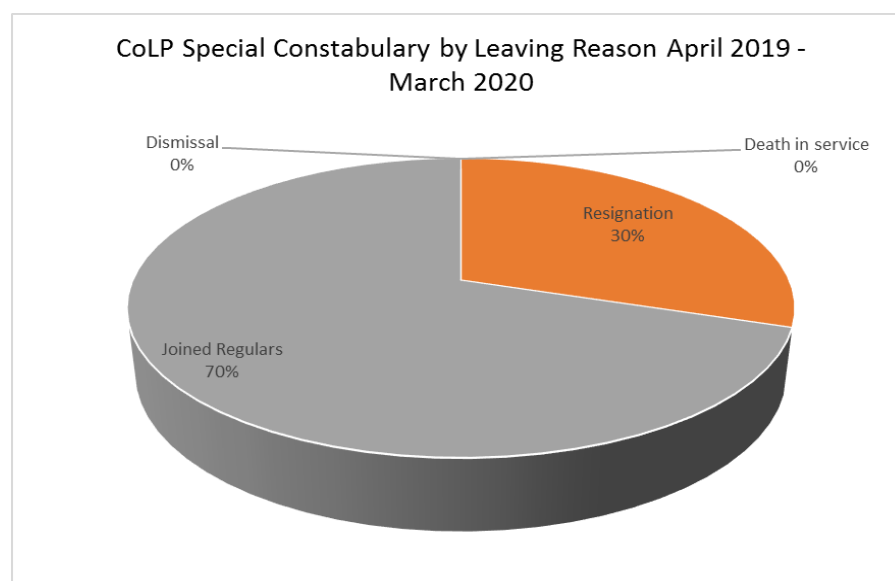
CoLP Officers- Reasons for Leaving (per Financial Year)

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



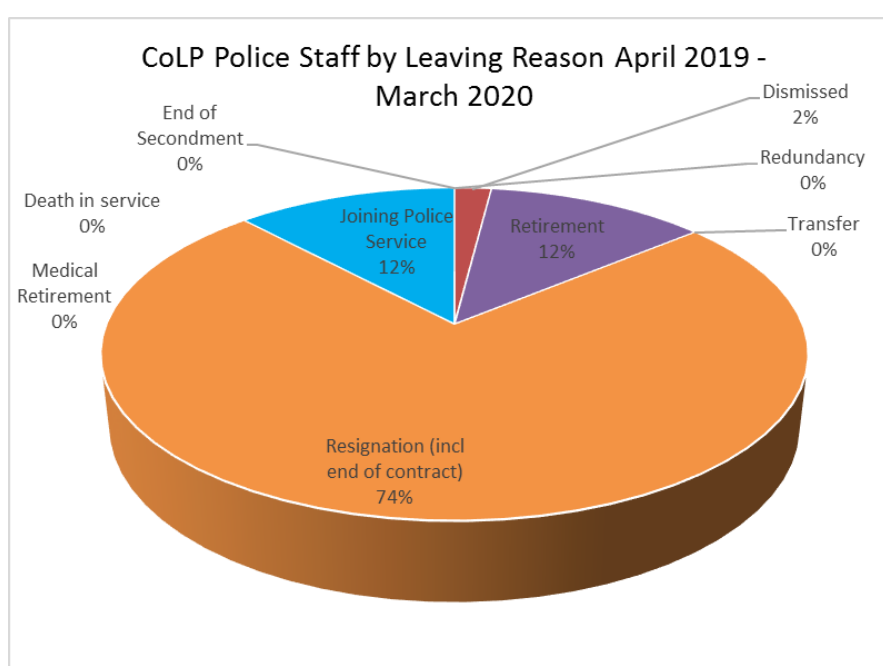
CoLP Special Constabulary- Reasons for Leaving (per Financial Year)

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



CoLP Staff- Reasons for Leaving (per Financial Year)

Police Staff						
Reason for leaving CoLP	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Death in service	0	0	0	1	1	0
Dismissed	4	3	1	1	1	1
Medical Retirement	0	1	1	1	0	0
Retirement	5	3	6	3	10	6
Transfer	1	7	3	2	0	0
Resignation (incl end of contract)	42	52	42	37	49	37
Resignation to join the Police Service	6	0	0	2	2	6
Redundancy	0	0	0	6	0	0
End of Secondment	0	0	0	0	1	0
Total	58	66	53	53	64	50



27. For the reporting period (October 2019 – March 2020), 50 Police Officers left the force with the highest number leaving from ECD (11) and UPD (20). The main reasons for Police Officers leaving during this period was retirement, resignation and transferring to another Home Office force. For the financial year 2019/2020, of the 80 Police Officers that left the force the highest numbers were from ECD (21) and UPD (26), with retirement and resignation being the main reasons for leaving.
28. However, for the financial year 2019-2020, Police Officers headcount has increased by 26 Officers. This increase is as a result of a number of successful recruitment campaigns throughout the year, including a DC transferee

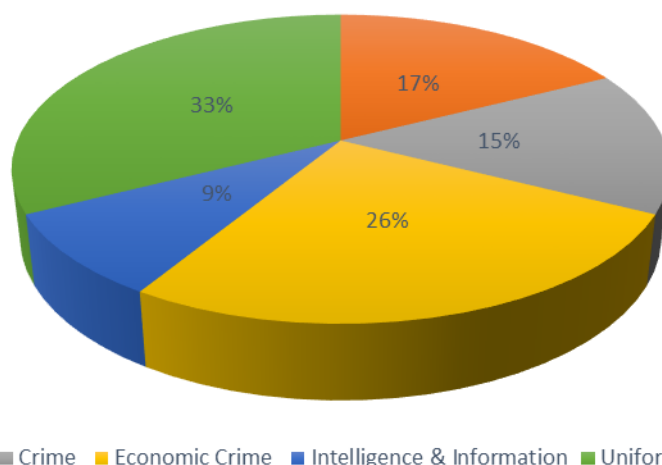
campaign, two probationer campaigns recruiting new Officers into the force and a Sergeant promotion campaign that received 78 applications of which 39 were interviewed and 22 selected; this suggests that the CoLP is continuing to attract good quality applicants.

29. For the reporting period (October 2019 – March 2020), 19 Police Staff in total left the force, the greatest number of leavers were in ECD (8), the main reason for leaving was resignation. For the financial year 2019/2020, 50 Police Staff left the force, the highest number of leavers left BSD (14), ECD (15) and I&I (12). The main reason for leaving continues to be resignation, including end of contracts.
30. HR has 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 it, however exit interviews are not mandatory or enforced.
31. For the financial year 2019/2020, 41 online exit interviews have been completed, which includes 17 Police Officers and 24 Support Staff. Of these exit interviews, over half responded positively to the question that asked them if they had a clear understanding of what was expected of them, how their role related to the overall organisation's vision and if they felt proud to work at the CoLP.
32. Individuals answered less positively to questions around having the tools and equipment required to do their job, feeling recognised for completing good work, having opportunities to learn new things, having effective PDRs and communication with managers. Approximately one third of those that completed an exit interview felt their opinion counted. Information from the exit interviews is considered as part of organisational learning going forward.

CoLP Officer Leaver's by Directorate (Financial Year 2019/2020)

Directorate	2019									2020			Total
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
BSD	2	1	1	0	1	1	1	2	1	2	1	1	14
Crime	1	1	0	0	0	2	0	3	1	1	1	2	12
Economic Crime	0	2	2	2	2	2	3	2	0	2	2	2	21
Intelligence & Information	1	1	0	0	0	2	0	1	1	0	0	1	7
Uniform Policing	3	0	3	0	0	0	1	4	4	1	1	5	26
Total	7	5	6	2	3	7	5	12	7	6	5	11	80

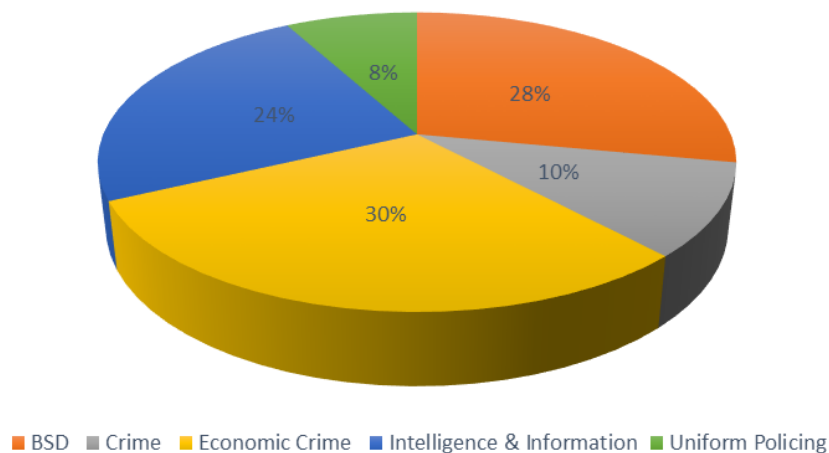
CoLP Officers Leavers by Directorate



CoLP Staff Leaver's by Directorate (Financial Year 2019/2020)

Directorate	2019									2020			Total
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
BSD	0	2	1	3	2	2	1	0	1	2	0	0	14
Crime	0	1	1	0	2	0	0	0	0	0	0	1	5
Economic Crime	1	3	0	1	1	1	3	0	1	1	2	1	15
Intelligence & Information	0	0	0	1	2	3	0	0	1	2	2	1	12
Uniform Policing	0	1	2	0	1	0	0	0	0	0	0	0	4
Total	1	7	4	5	8	6	4	0	3	5	4	3	50

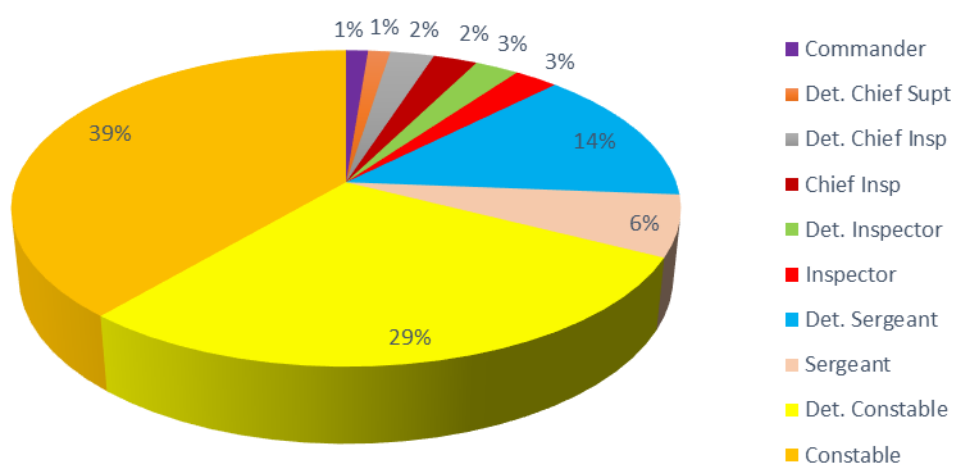
CoLP Staff Leavers by Directorate



CoLP Officers Leavers by Rank (Financial Year 2019/2020)

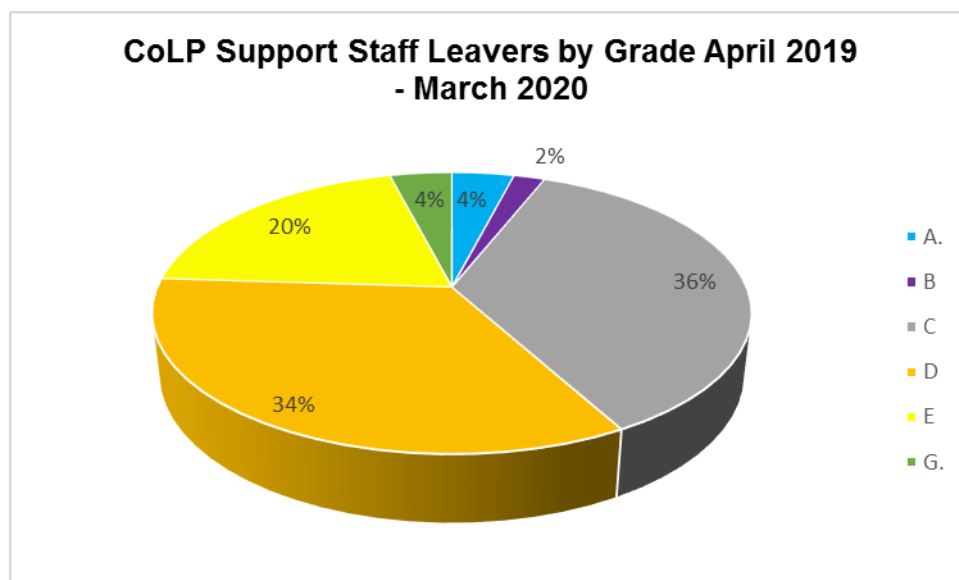
Rank / Grade	Police	Total
Commander	1	1
Det. Chief Supt	1	1
Det. Chief Insp	2	2
Chief Insp	2	2
Det. Inspector	2	2
Inspector	2	2
Det. Sergeant	11	11
Sergeant	5	5
Det. Constable	23	23
Constable	31	31
Grand Total	80	80

CoLP Officers Leavers by Rank April 2019 - March 2020



CoLP Staff Leavers by Grade (Financial Year 2019/2020)

Rank / Grade	Support Staff	Total
A.	2	2
B	1	1
C	18	18
D	17	17
E	10	10
G.	2	2
Grand Total	50	50



Recruitment

33. In the reporting period of 1 October 2019 – 31 March 2020, The City of London Police has held 59 Police Officer recruitment campaigns. In addition, there were 4 Transferee campaigns and 2 Probationer campaigns.
34. There have also been 3 promotion campaigns. These were at the ranks of Chief Inspector, Chief Superintendent and Commander. For the Chief Inspector campaign, 36 applications were received. 13 applicants were successful, out of which 3 applicants are external. The Chief Superintendent campaign's boards were delayed due to Covid -19. A Commander process took place in late April 2020- with 4 applicants, 2 withdrew. The successful candidate was offered the post but declined to take this up.
35. 55 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 47 Police Officers were recruited during the reporting period including appointments from the transferee campaigns (1 October 2019 – 31 March 2020). Out of 47 recruited, 34 Probationers have been recruited during this period. There are many (~60) transferees still in the pipeline from the activity during this period. They will be join CoLP during the early period of 20/21 once vetting & medicals assessments have been completed.

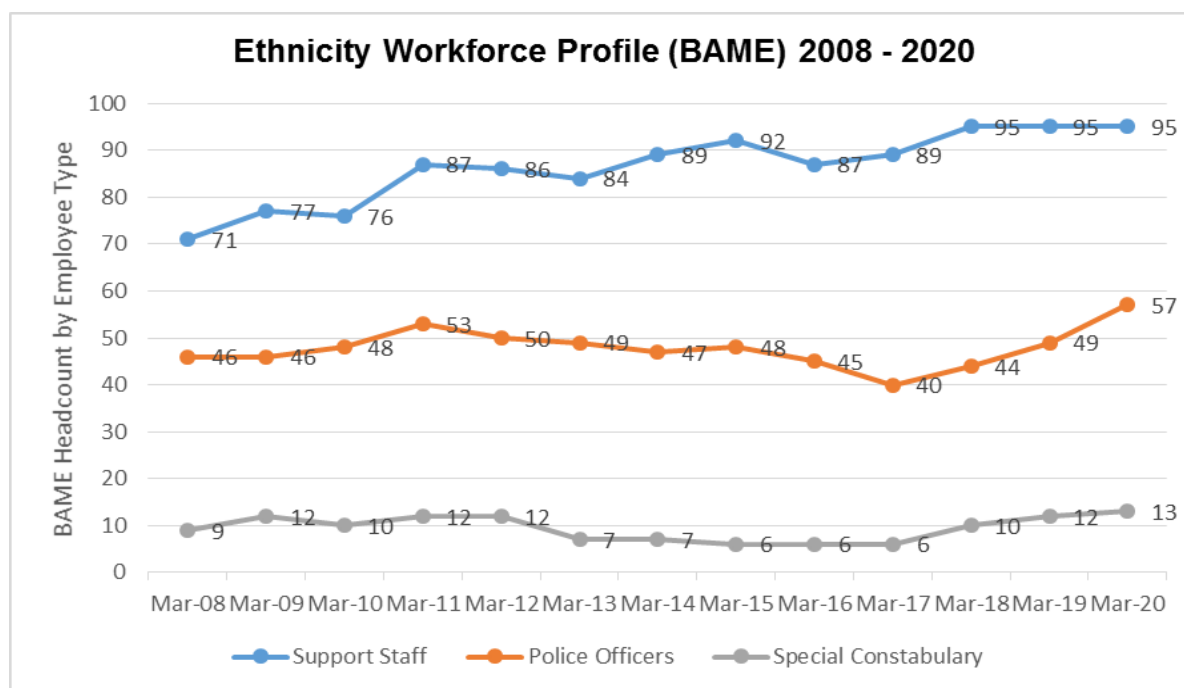
Police Staff Recruitment

38. A total of 22 Police Staff have been appointed to substantive and fixed-term roles during the reporting period (1 October 2019 – March 2020)
39. 2 volunteers joined the Force during this period and 1 Special is currently on a training programme.

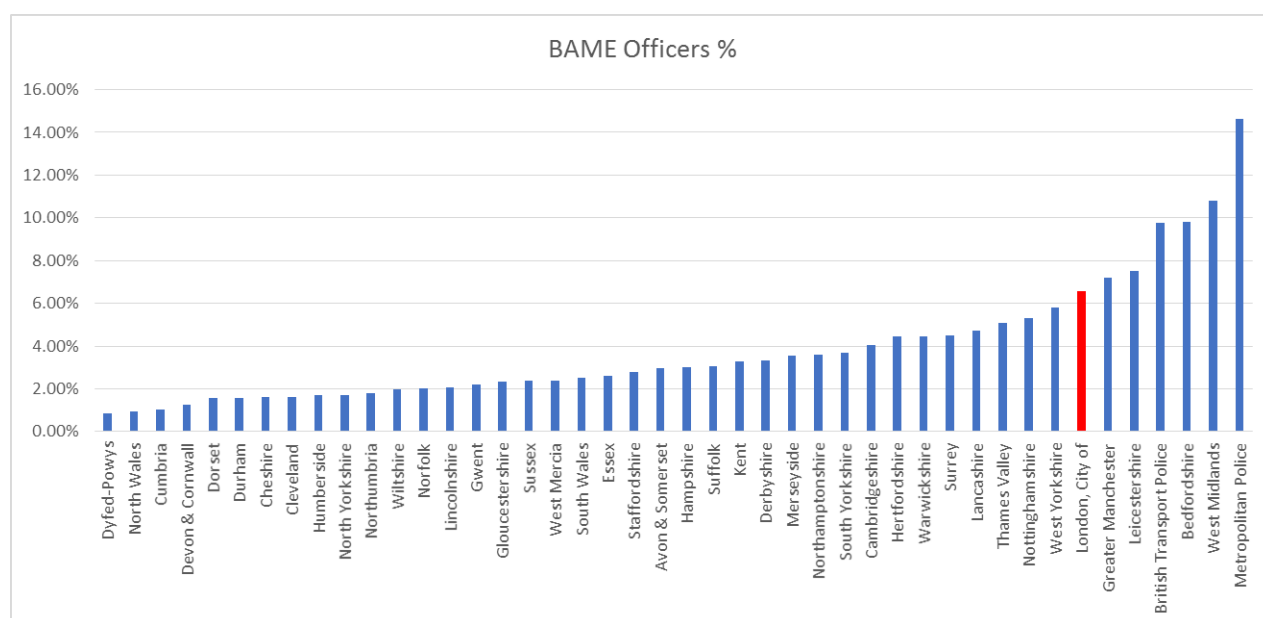
Equality and Inclusion

40. From the graph below, the number of Black, Asian and Minority Ethnic (BAME) Police Staff numbers has remained the same compared with the previous year. At the end of March 2020, the number of BAME Police Officer increased to 57, this is in part due to a new intake of Student Officers/Probationers at the end of March 2020.
41. When compared nationally CoLP is ranked as second highest among all National forces (not including BTP) for BAME Staff representation rates and fifth highest for officer representation (not including BTP).
42. 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 Board continues to oversee the work on these plans and how BAME representation can be encouraged further in the force.

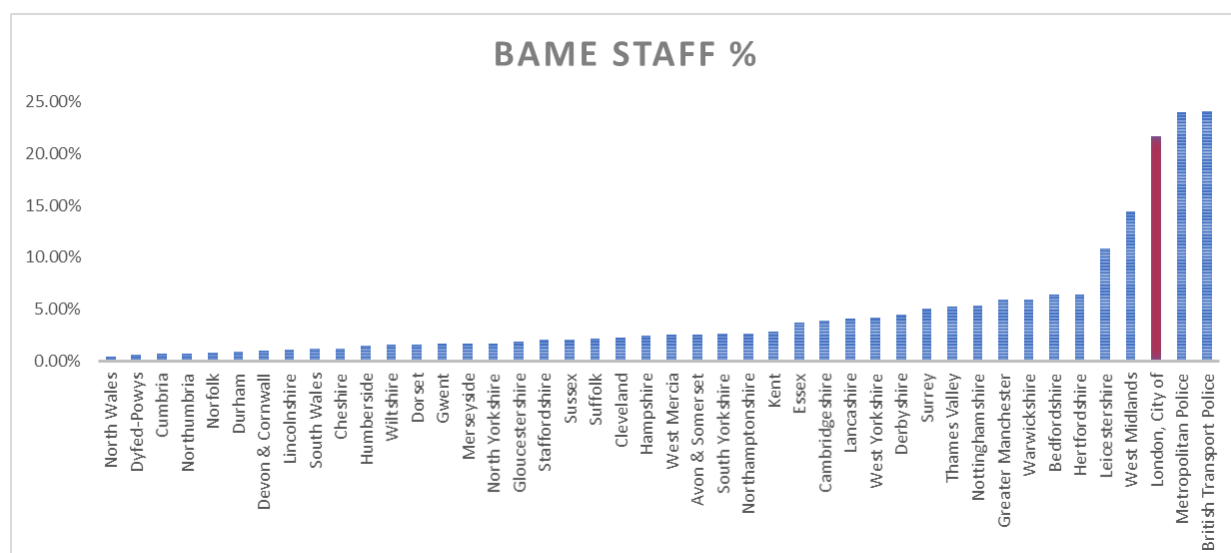
Ethnicity Workforce Profile 2008-2020



Officer BAME representation - National Comparison (National Statistics Police workforce open data tables March 2019)



Staff BAME representation - National Comparison (National Statistics Police workforce open data tables March 2019)

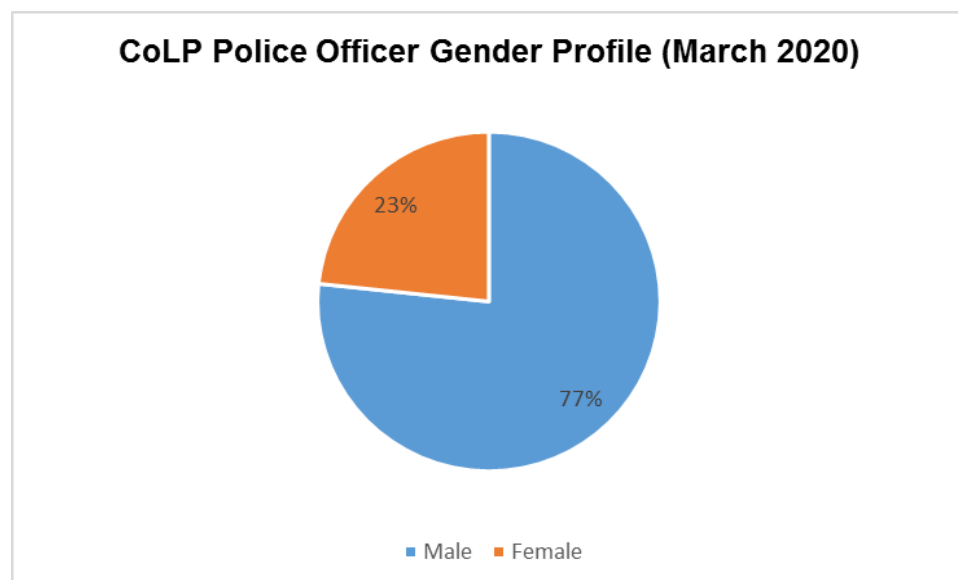
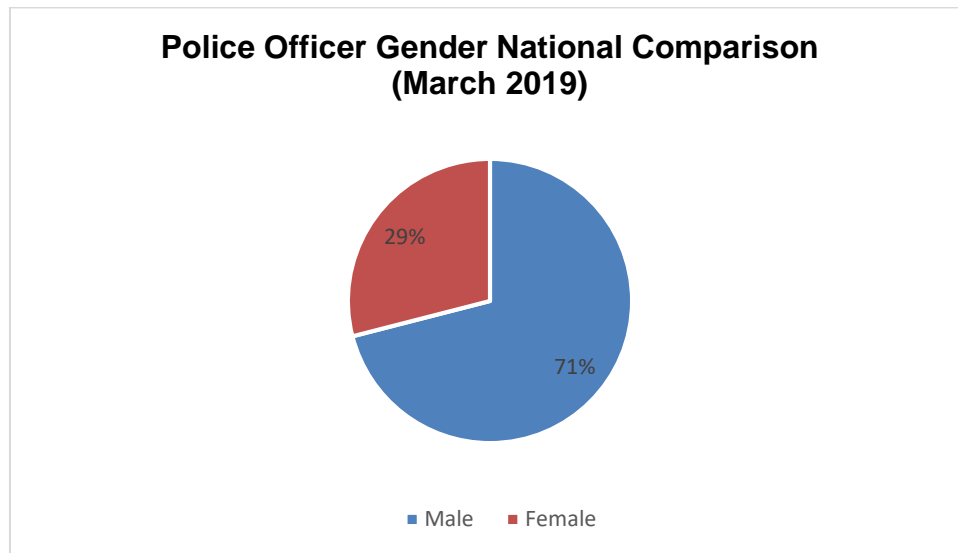


Gender

43. 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. For this financial year, approximately 20% of applications received for Police Officer roles were from female applicants, and approximately 40% of offers made for Police Officer roles were to women.
44. The national average for female Staff currently stands at 61%, although for the reporting period, CoLP's female representation rate sits slightly below the

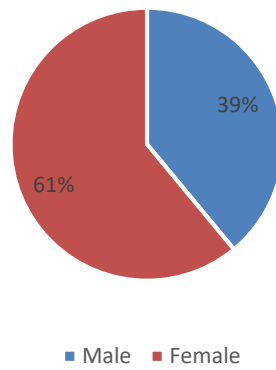
national average it is worth noting that the force has a more even representation of male and female Police Staff, with the male representation rate slightly higher than the national average. The number of female Police Officers within the force has slightly increased for the reporting period which sits slightly under the national average.

Gender Comparison - Officers

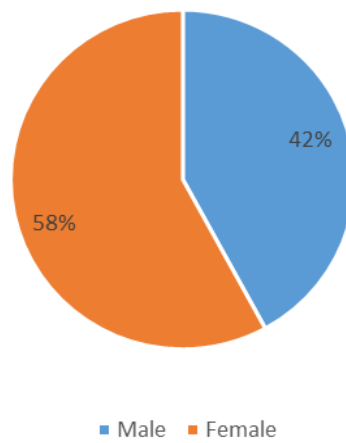


Gender Comparison- Staff

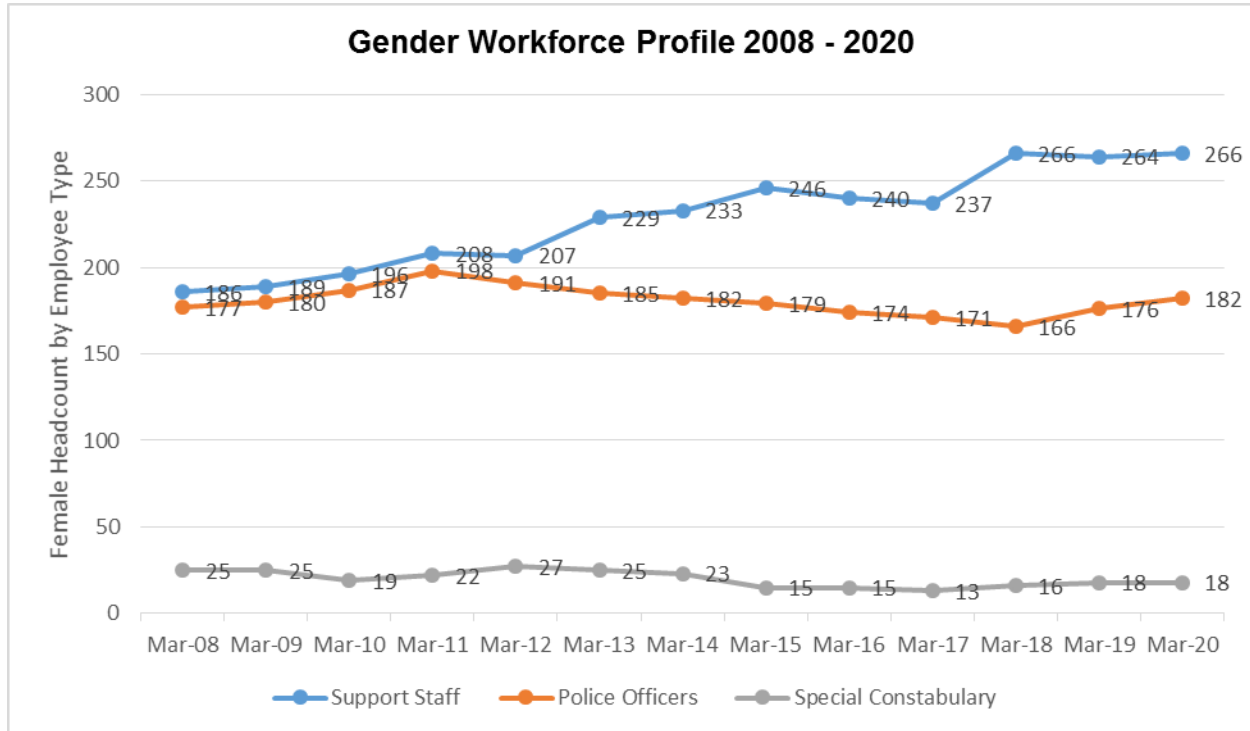
**Police Staff Gender Profile National Comparison
(March 2019)**



CoLP Police Staff Gender Profile (March 2020)



Workforce Female Gender Profile – 2008-2020



Disability – 31st March 2020

45. There is no change in the disability profile of CoLP since September 2019, with 24 Police Officers and 15 Police Staff currently identifying themselves as having a disability.
46. As of 31st March 2020, 26 Officers and 1 member of Staff are working under 'recuperative duties' (short term) and we currently have 27 Officers and 1 Special Constabulary member on adjusted duties (long term). "Adjusted Duties" came into effect as a result of the 'Limited Duties' Police regulation in January 2015 for all forces and relates to Officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010). For an Officer to be placed on adjusted duties, he/she must: a) be attending work on a regular basis and b) be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).

Sexual Orientation – 31st March 2020

47. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 11 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual, with 147 employees choosing not to disclose this information.

The force is in the final stages of testing an upgrade to the HR self-service system which, during Q1 2020/2021 will enable Staff to self-define their sexual orientation, as well as other protected characteristics. Working with the

LGBTQ+ network and Corporate Comms, the publicity of this should enable a clearer picture of the CoLP's workforce in the future.

Age – 31st March 2020

48. The current age profile of the Police Staff workforce ranges between 18 and 65+. There are currently 174 Police Staff aged 50 and over. 285 members of Staff are between the ages of 18 and 49.
49. The age profile of Police Officers ranges between 18 and 60+. There are currently 165 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 16 Officers who have 30 or more years' service and therefore could be eligible to retire prior to April 2020 and have chosen to continue working. There also another 13 Officers that could be eligible to retire in 2020/2021 (from 1st April 2020-31st March 2021) as they currently have 29 years' service. Crime have the highest projected retirements with 5 Officers approaching retirement age.

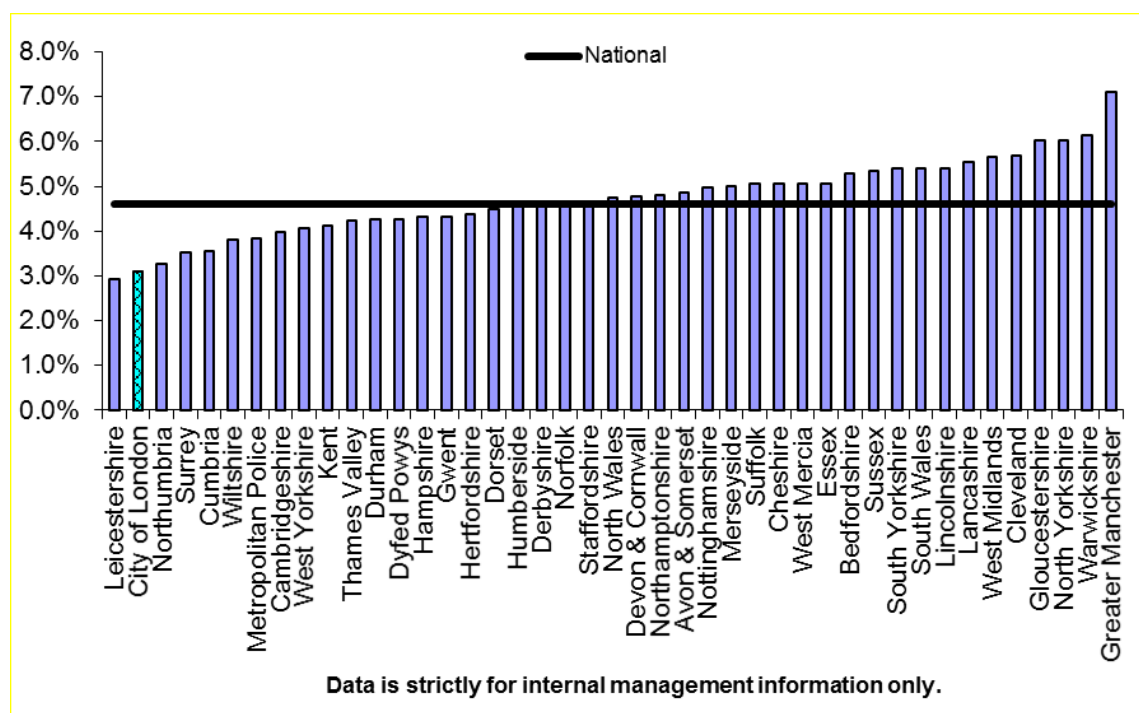
Religion and Belief – 31st March 2020

50. Currently 21.95% of the total workforce (Police Officers & Police Staff) identify themselves as 'Christian'; 2.17% as 'Muslim'; 0.64% as 'Hindu', 0.48% as Buddhist. 1.45% identified as having another religious belief, whereas 73.28% either have no religion or have chosen not to disclose their religion or belief.

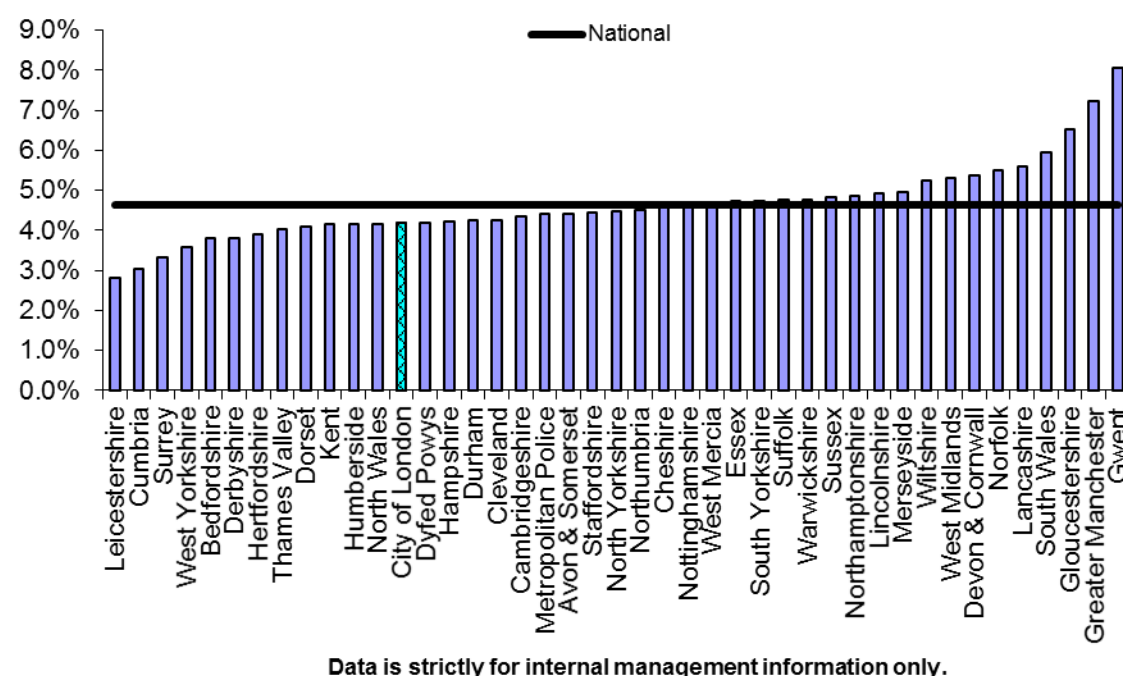
Sickness Absence Management – 31st March 2020

51. 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 2018/19, in percentage terms, (working time lost / contracted hours available) this was 3.1% for Police Officers and 4.2% for Police Staff. For Police Officers CoLP is second lowest in the Home Office League tables out of all forces for sickness performance.

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



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



52. When using the HO & HMICFRS measures as outlined above, the sickness absence rate for officers for the FY to 31st March 2020 was 2.89%. Using working days lost as a comparator, the average working days lost for officers was 7.52 against a target of 6. For staff the HO & HMRCFRS absence rate for the FY to 31st March 2020 was 3.7%. Using working days lost as a comparator,

the average working days lost for staff was 9.61 against a target of 7. Sickness for both officers and staff has been higher than desired during a lot of 19/20. This has been mainly due to a significant number of long term cases including some that led to resignation, dismissal or ill health retirement. With the removal of many of these cases in the last quarter together with a new monitoring and governance around sickness management designed by HR we are expecting to see reductions for both officers & staff as we move into 20/21.

53. The City of London Occupational Health (OH) department completes pre-employment medical assessments and referrals for existing Staff or Officers at CoLP, including assessing fitness for work and recommending reasonable adjustments. OH report on a quarterly basis, for Quarter 4 of the financial year the statistics include 1 January 2020 to 24 March 2020. During this quarter, OH have responded to all pre-employment requests within their SLA of 2 working days.
54. In Quarter 3, the OH Advisors received 37 referrals of which 35 were delivered within their SLA (offered within 4 days of receipt of a referral), which is an SLA response rate of 95%. This is an increase from 85% reported previously. During Quarter 4, OH Advisors received 50 referrals, 88% of these were offered within the SLA period; there was also 16 OH Physician referrals during Q4, of which the SLA rate was 81% (the SLA for OH Physicians is to offer appointments within 10 days of receiving a referral).

Grievances and Employment Tribunals (1st October 2019- 31st March 2020)

55. During the reporting period a total of 5 grievances have been raised which consisted of 3 grievances from Police Staff and 2 grievances from Police Officers. This is a 55% decrease from the last period, and this is encouraging but the numbers are statistically low and so meaningful conclusions cannot be drawn.
56. The City of London Police received 2 new Employment Tribunal claims within the reporting period. They came in November & December 2019 and were both from Police Staff.

Well Being

57. The force has also 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 such as prostate cancer awareness, national cholesterol month and ovarian cancer awareness
58. The force has a wide ranging timetable of wellbeing initiatives which links directly to the needs of our workforce. The Force's Wellbeing Network continue

to support Police Officers and Police Staff with details of online wellbeing related events. Events held during the reporting period included blood pressure checks, mortgage clinics and musculoskeletal assessments.

59. The force's Wellbeing Champion, Chief Supt Glenn Maleary, retired at the end of the period covered by this report. Expressions of interest in the role, which is to lead this area forward in the Force Health & Safety Board and enshrine the ethos throughout the force are being sought.
60. At the time of writing, the force is involved in delivering the policing response to Covid-19. During this time the Wellbeing of Police Officers and Police Staff is crucial. The force is providing support in a number of ways. This includes dedicated welfare leads who are able to raise concerns that are being brought to their attention by the workforce. Another example is where long shifts are being worked a number of hotels are on standby and able to provide overnight accommodation when needed

Staff Survey

61. The National Wellbeing Survey took place in December, CoLP took part in this and had almost 20% of the force respond which was ahead of the National average. This will inform further force plans on Wellbeing strategy supported by high quality data. We are expecting results shortly (subject to Covid-19 related delays.)The Wellbeing survey is supporting a piece of work to transform and develop organisational culture through a series of workshops and events, but these are also currently delayed.
62. The next full Staff Survey has been commissioned and fully prepared by Durham University, this was set to launch in April but at the direction of the Commissioner has been delayed by at least 3 months due to the Covid-19 crisis.
63. Talkback continues to be used as a staff engagement portal to support officer queries and follow up on them. Staff Survey updates have been widely shared on Talkback so people can see what is happening.

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Committee(s): Police Authority Board – For Information	Date(s): 22/06/2020
Subject: Internal Audit Update Report	Public
Report of: Head of Audit and Risk Management	For Information
Report author: Matt Lock	

Summary

This report provides the Committee with an update on the work of Internal Audit undertaken for the City of London Police and the Police Authority during 2019/20.

Delivery against the 2019/20 Internal Audit Plan, while substantially complete, has been impacted by the COVID-19 outbreak. The response to the outbreak of the virus continues to disrupt delivery of the Internal Audit Plan.

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report has been prepared to provide Members with an update in relation to Internal Audit work undertaken in 2019/20, further to the regular updates provided to the Performance and Resource Management Sub-Committee. The Internal Audit Service is provided by a combination of an in-house team and via Mazars, an external partner.

Internal Audit Work Undertaken in 2019/20

2. Below is a summary of the Internal Audit work undertaken in 2019/20, the findings of these reviews have been reported to the Performance and Resource Management Sub-Committee as part of the regular Internal Audit Update and so not repeated here.

		Recommendations Made		
Audit	Assurance Rating	Red	Amber	Green
Police Premises Expenditure	Amber	0	11	2
Payroll and Overtime	Amber	0	4	0
Procurement Contract Management	Amber	0	8	0
Interpreters Fees	Amber	0	2	2
Front Desks	Amber	1	4	0
Transform Change Programme Phase 1	Green	0	0	0

3. With the exception of one review, Procurement Contract Management, suitable management responses to our reports have been received, including management action plans to address those issues raised.
4. In the case of Procurement Contract Management, while Police colleagues recognised the weaknesses identified by Internal Audit, there is an ongoing difference of opinion between City of London Police and City of London Corporation officers as to where responsibility lies for implementing the recommended control measures. Consequently, there is not an agreed management action plan for implementing the 8 Amber recommendations made. It is anticipated that the reviews of the Target Operating Model and Shared Services will clarify responsibilities here. Despite the absence of a management action plan, it is the intention to undertake a follow-up review in this area in 2020/21 to assess the extent to which the issues raised in this Audit review still exist.
5. A further three Internal Audit reviews were planned for 2019/20, completion of these reviews has been prevented by the COVID-19 outbreak and the organisation's response to this. The outstanding reviews are:
 - Workforce Planning
 - Financial Forecasting
 - Transform Phase 2
6. Fieldwork is partially complete in all three cases, at the present time, City of London Police colleagues are unable to accommodate fully Internal Audit enquiries as a result of the Police response to COVID-19. In addition to this, Workforce Planning and Financial Forecasting reviews were being delivered by the Mazars team, currently furloughed, and so the audit files have been handed over to the in-house Internal Audit Team for completion.

Future Delivery of Internal Audit Work

7. In discussion with the Assistant Commissioner, it has been agreed that Internal Audit work may recommence from 1 July 2020. While this does compress the time available to deliver the 2020/21 plan, we are confident that, with the engagement of Police colleagues, we are able to deliver those planned Audit reviews before 31 March 2021.

Conclusion

8. Members should note the outcomes of Internal Audit work undertaken in 2019/20 and the impact that the COVID-19 outbreak has had on the delivery of live and future work.

Matt Lock

Head of Audit and Risk Management

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Committee:	Date:
Police Authority Board	22 June 2020
Subject: The City of London Police Pensions Board – Review of Activities for the period 1 April 2019 to 31 March 2020	Public
Report of: The Chamberlain	For Information
Report author: Graham Newman – Chamberlain’s Department	

Summary

This report summarises the activities of the Police Pensions Board (the Board) for the period 1 April 2019 to 31 March 2020. The Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the responsibility of assisting the Scheme Manager (the Commissioner of the City of London Police) in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).

Over the last twelve months the Board:

- continued to review the working practices of the City of London Police Pensions Office including reviews of all letters and documents issued to members, prospective members, leavers and retirees;
- monitored and where appropriate updated the Risk Register for the Board;
- received training on relevant pension matters at each Board meeting; and
- continues to undertake online training modules with the Pensions Regulator’s Toolkit.

The training needs of all Board Members continues to be monitored and training provided as required.

Recommendation

Members are asked to note this report.

Main Report

Background

1. The Public Services Pensions Act 2013 (the 2013 Act) included several provisions regarding better governance and improved accountability for all public-sector pension schemes. As a result, the Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the responsibility of assisting the Scheme Manager in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).
2. The Scheme Manager for the City of London Police Pension Scheme is the City of London Police Commissioner, with responsibility for the administration of the Scheme delegated to the Chamberlain of the City of London Corporation.

The Role of the Police Pensions Board

3. The Police Pensions Board (the Board) sits in an oversight role, to assist the Scheme Manager with ensuring the administration of the Scheme complies with
 - the Regulations;
 - other legislation relating to the governance and administration of the Scheme; and
 - the requirements imposed by The Pensions Regulator in relation to the Scheme.
4. In accordance with the Regulations, the structure of the Board must include an equal number of scheme member and scheme employer representatives. The City of London Police Pensions Board consists of 3 scheme Member representatives and 3 scheme employer representatives.
5. The 2013 Act makes it a legal requirement that members of the Board do not have a conflict of interest and therefore all members are expected to identify, monitor and manage any potential, actual or perceived conflicts of interest. The Members of the Board are as follows:

Scheme Employer Representatives:

Alderman Ian Luder (Chairman) – Elected Member

Mr Alexander Barr – Elected Member

Superintendent Helen Isaac – Serving CoL Police Officer

Scheme Member Representatives:

Mr John Todd (Deputy Chairman) – Retired CoL Police Officer

Mr Timothy Parsons – Retired CoL Police Officer

Mr Mike Reed – Serving CoL Police Officer (from January 2020)

Mr Philip Hodgson – Retired CoL Police Officer (resigned May 2019)

Appendix A sets out the attendance record of each Board Member.

Activities of the Board

6. Since 1 April 2019 three meetings have been held – 12 June 2019, 8 October 2019 and 3 February 2020. It is expected that there will continue to be 3 meetings held in every year.

Training

7. Board Members have certain legal responsibilities and must be conversant with the PPS Regulations and the governance and administration of the Scheme to enable them to exercise their role as a Board Member.
8. Members are expected to keep their knowledge and understanding requirements under review. This will allow the training plan to be reviewed and updated as required to meet the training needs.
9. The Pensions Regulator has created an online learning programme, the Trustee Toolkit, which is aimed at the board members of occupational pension schemes. Members have been provided with the details of the Toolkit and are expected to undertake all 7 training modules.
10. The Pensions Office arranged and provided training presentations to aid the Board in their knowledge and understanding.

Training Topic	Training Content	Delivered by	Board Meeting
Training Review / Overview	A review of the training already provided and an overview of what was required in future	Pensions Office	June 2019
Commutation Lump Sums & Unauthorised Payments	Overview of the calculations and potential tax liabilities	Pensions Office	October 2019

Annual Schedule of Events

11. In order for the Board to be able to monitor and oversee the administration of the Police Pension Scheme, an Annual Schedule of Events to illustrate the tasks carried out by the Pensions Office, their deadlines and the actual completion dates of each task is maintained. The Schedule is updated as required and is a standing agenda item for each Board meeting.

Risk Register

12. A risk register has been created to cover the risks in respect of the City of London Police Pension Scheme. The Register is a standing agenda item for each Board meeting and means that potential risks are continually assessed, reviewed and amended or added to or removed from the Register as deemed appropriate.
13. In June 2019, Members asked that the register be converted to the new corporate format. This was provided to the October 2019 Board meeting.

Documentation and Communication

14. The Board continues to review the working practices of the City of London Police Pensions Office, including all letters and documents issued to members, prospective members, leavers and retirees to ensure optimum clarity as well as accuracy.

Data Protection Act 2018 (GDPR)

15. On 25 May 2018 General Data Protection Regulations were introduced. Part of the requirement of pension schemes is to clearly communicate data use and retention. To meet this requirement, the Scheme Manager of City of London Police Pension Scheme must issue a privacy statement to scheme members.
16. A copy of the City of London Police Force's generic privacy statement was included with the annual benefit statement that were issued to all serving Police Officers by the Pensions Office. A copy of the privacy statement was also sent separately to all retired officers.

Breaches of Data Security (Information Commissioner's Office (ICO) GDPR)

17. There were no known breaches during the year

Breaches of Pension Law (The Pensions Regulator (TPR) code of practice)

18. There were no known breaches during the year

Insurance and Indemnities

19. The Information Commissioner has the power to impose civil penalties under various provisions of the Data Protection Act 2018 (DPA). The penalties lie against the relevant Data Controller responsible for the breach, but Members of the Board were concerned they could have a personal liability because of the nature of the Board.
20. Utilising powers in the Local Authorities (Indemnities for Members and Officers) Order 2004 and in the Localism Act 2011, and utilising City's Cash where necessary, the City Corporation resolved to indemnify Members and officers, including former officers, and serving and former police officers, who sit as members of the Board against any personal liability that may arise to pay a civil penalty under the Data Protection Act 2018, to the extent that the City Corporation's insurance policies do not fully cover such liability, and subject to the exclusions and restrictions contained in the 2004 Order.

Governance

21. The Board reviewed its Terms of Reference in June 2019 to ensure that it continues to comply with the statutory requirements.

Automatic Re-enrolment

22. The City of London Police has a contractual obligation as an employer, to enrol its officers into a workplace pension scheme on their first day of employment (providing their contract of employment is for 3 months or longer). This is known as Automatic Enrolment (AE).
23. The qualifying workplace pension provided to police officers by the City of London Police is the Police Pension Scheme (PPS). Membership to the Scheme is automatic, but it is not compulsory, and police officers can opt out whenever they wish.
24. Under the terms of AE, every 3 years the City of London Police must re-enrol any officer not currently in the Scheme that meets particular age and pay criteria. The re-enrolment date is based on the anniversary of the first date that AE applied. This is known as the Staging Date and for the City of London Police it was 1 October 2014.

25. Officers who qualified for re-enrolment were re-enrolled into the PPS with effect from 1 October 2019. They can if they wish, choose to opt out of the scheme again. The Automatic Re-enrolment process re-enrolled eligible officers into the PPS with effect from 1 October 2019

Lord Chancellor and Secretary of State for Justice v McCloud and others

26. The Court of Appeal has ruled that reforms made to the judges' and firefighters' pension schemes were discriminatory on the grounds of age.
27. This has raised some concerns that the reforms made to all public sector pensions schemes, including the PPS, may also be deemed to be discriminatory on the same grounds.
28. The government requested the right to appeal to the Supreme Court, however, this request was denied. All public sector pension schemes will need to review their regulations and possibly make amendments to them.
29. Guidance from the Home Office / Police Pensions Technical Group is awaited. However, the Pensions Office has been asked by the City of London Police to join them as part of a technical working group known as the National Pension Remedy Work Plan and has agreed to this.

COVID-19

30. Due to the COVID-19 outbreak, the Pensions Office staff have been working from home since 18 March 2020.
31. The Pensions Regulator (TPR), Local Government Association (LGA) & the Scheme Advisory Board (SAB) have all issued guidance that 3 key services should always be retained, they are:
- Continued payment of pension benefits to existing pension members
 - Commencement of pension benefits to new retirees
 - Ceasing of pension payments due to notification of death.
32. All services provided by the Pensions Office have continued to be provided to scheme members.

Conclusions

33. The Police Pension Board was created with reference to the Public Services Pensions Act 2013 and the Police Pension Scheme Regulations 2015. Since April 2019, the Board has met three times and Members continue to receive training to ensure they are compliant with the legal requirements.
34. The Board continues to review the working practices of the City of London Police Pensions Office and regularly monitors all letters and documents issued to members, prospective members, leavers and retirees. The Board maintains a Risk Register and an approved Breaches Policy.

Appendices:

Appendix A – Board Member attendance record

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Police Pension Board - Board Member Record of Attendance

	12/06/2019	8/10/2019	3/01/2020
Alderman Ian Luder	X	X	X
Alexander Barr	X	X	X
Helen Isaac		X	
John Todd	X	X	X
Timothy Parsons	X	X	
Philip Hodgson ⁽ⁱ⁾	N/A	N/A	N/A
Mike Reed ⁽ⁱⁱ⁾	N/A	N/A	N/A

Notes:

- (i) Served on the Board until May 2019
- (ii) Joined the Board in January 2020

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