



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

Date: TUESDAY, 2 FEBRUARY 2021

Time: 10.00 am

Venue: VIRTUAL MEETING HELD VIA MICROSOFT TEAMS

Members: Douglas Barrow (Chairman)
Deputy Keith Bottomley
Tijs Broeke
Deputy Jamie Ingham Clark
Helen Fentimen
Alderman Timothy Hailes
Andrew Lentin
Caroline Mawhood (External Member)
Deborah Oliver
Graham Packham
Deputy James Thomson
Dan Worsley (External Member)

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Accessing the virtual public meeting

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

https://youtu.be/w4Ntu_T6irg

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

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES OF THE PREVIOUS MEETING**

To consider the public minutes and non-public summary of the meeting held on 11 November 2020.

For Decision
(Pages 1 - 10)

4. **REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Decision
(Pages 11 - 12)

5. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 13 - 16)

6. **Q3 REVENUE AND CAPITAL BUDGET MONITORING 2020-21**

Report of the Commissioner.

For Decision
(Pages 17 - 38)

7. **COLP REVENUE BUDGET 2021/22**

Report of the Commissioner.

For Decision
(Pages 39 - 52)

8. **NEW POLICE CAPITAL BIDS 2021-2025**

Report of the Commissioner.

(To be read in conjunction with the non-public appendix at item 17 on the agenda).

For Decision
(Pages 53 - 56)

9. **POLICING PLAN 2020-23 - PERFORMANCE AGAINST MEASURES FOR END Q3 FOR THE YEAR 2020-21**

Report of the Commissioner.

For Decision
(Pages 57 - 80)

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

Report of the Commissioner.

For Decision
(Pages 81 - 124)

11. **INTERNAL AUDIT UPDATE REPORT**

Report of the Head of Audit and Risk Management (City of London Corporation).
(To be read in conjunction with the non-public appendices at item 18 on the agenda).

For Decision
(Pages 125 - 128)

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

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

14.

14. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To consider the non-public minutes of the meeting held on 11 November 2020.

For Decision
(Pages 129 - 132)

16. **NON-PUBLIC REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Decision
(Pages 133 - 134)

17. **NON-PUBLIC APPENDIX - NEW POLICE CAPITAL BIDS**

Report of the Commissioner.

Non-public appendix to be read in conjunction with agenda item 8.

For Decision
(Pages 135 - 148)

18. **NON-PUBLIC APPENDICES - INTERNAL AUDIT UPDATE REPORT**

Report of the Head of Audit and Risk Management (City of London Corporation).

Non-public appendices 1, 2 and 3 to be read in conjunction with agenda item 11.

For Decision
(Pages 149 - 196)

19. **UPDATED MEDIUM-TERM FINANCIAL PLAN (MTFP)**

Report of the Police Authority Treasurer.

For Decision
(Pages 197 - 208)

20. **CIPFA FINANCE REVIEW IMPROVEMENT PLAN UPDATE**

Report of the Commissioner.

For Decision
(Pages 209 - 224)

21. **TRANSFORM PROGRAMME: UPDATE ON IMPLEMENTATION AND EFFICIENCIES**

Report of the Commissioner.

For Decision
(Pages 225 - 234)

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

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

**PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE CITY
OF LONDON POLICE AUTHORITY BOARD
Wednesday, 11 November 2020**

Minutes of the meeting of the Performance and Resource Management Committee
of the City of London Police Authority Board virtual meeting held via Microsoft Teams
on Wednesday, 11 November 2020 at 1.45 pm

Present

Members:

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

City of London Police Authority:

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

City of London Police Force:

Alistair Sutherland	- Assistant Commissioner
Cecilie Booth	- Chief Operating and Chief Financial Officer
Kevin Kilburn	- Deputy Financial Officer
Paul Adams	- Head of Governance and Assurance
Stuart Phoenix	- Head of Strategic Development
Oliver Shaw	- Detective Superintendent
Kelly Harris	- Deputy Director, Human Resources
Hayley Williams	- City of London Police

1. APOLOGIES

There were no apologies for absence; however, the Town Clerk noted that Tijs Broeke would be leaving the meeting at 3.00pm.

The Chairman welcomed members to the third meeting of the Committee that year.

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

There were no declarations.

3. **TERMS OF REFERENCE (AMENDED)**

Members considered the Committee's updated terms of reference and the Chairman proposed that the word 'usually' be inserted under 'Frequency of Meetings' after 'shall' and before 'meet'. Members unanimously agreed this insertion.

RESOLVED, that the updated terms of reference be received as amended.

4. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 16 October 2020 be approved.

MATTERS ARISING

A member sought further information in relation to a previous query regarding pay parity within the Force. The Assistant Commissioner advised that officers were paid according to service bands, per rank, and that for specialist areas pay was equivalent to those bands. For a highly specialised area, such as firearms officers, pay incentives were available to assist with retention. Pay parity in other specialist areas, such as economic crime, was based around length of service and progression through rank, rather than specialist pay/incentives.

5. **REFERENCES**

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

15/2020/P – Policing Plan Performance

- A provisional date for the member workshop on Policing Plan measures to enable members to understand better the governance and compliance assessments underpinning the reporting made to Committee had been scheduled for November 2020, and it was proposed that an additional workshop take place in January 2021. The Assistant Commissioner requested that consideration be given to an alternative date than the one proposed for November 2020, however, given that it involved a conflict with another meeting.

RESOLVED, that the report be received.

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

Members considered a report of the Commissioner regarding Q2 Capital and Revenue Monitoring and the following points were made.

- The Chief Operating and Chief Financial Officer (COFO) noted that the report set out a good degree of confidence that all savings targets would be achieved, with a £5m underspend projected. This was due to the Force receiving more Home Office funding than had been anticipated for recruitment, and as well as the Force generating more income than had been forecast. At present, the figures within the report were the COFO's best assessment and it was anticipated there would not be much more movement by year-end.
- The COFO noted that in relation to the savings tracker at Table 3 (p23) the main risk was in relation to the National Enabling Programme (NEP) as a result of the delay nationally in rolling out the programme.
- The COFO advised that the CT Grant had also been identified as a risk although the Home Office funding in terms of income recovery had helped offset this.
- The COFO concluded by advising that the format of the report would be revised for future iterations given that in its current form it had become unwieldy with the amount of narrative likely to impede clarity. The final section would be truncated, again in order to streamline and aid transparency.
- In response to a comment welcoming the news that the Asset Recovery item was four times above target, the COFO advised that this spend was ring-fenced as per the guidelines for the Asset Recovery Incentivisation Scheme (ARIS) under the Proceeds of Crime Act (POCA) and would be utilised for crime reduction. There had been a shortfall in terms of additional income for provision of international training, which in an average year would be sizeable; however, funding had been received from the Home Office which had helped to cover the shortfall. The underspend would be used to repay part of the City of London Corporation loan for Action Fraud although the amount to be repaid could not yet be confirmed at this stage in the financial year.
- Responding to a question, the COFO explained that due to the frequency of personnel moving to other posts, workforce planning – which was always complex – remained fluid. Both HR and Finance were closely involved; however, as an example, whilst business analysts were being recruited for the Transform programme, they would not be part of the establishment under workforce planning.
- There was a query in relation to the risk identified for 'Digitisation of external services' (p23, Table 3 – Savings Tracker) and the COFO advised that this included the provision of online payment facilities for fines.
- A member raised a number of queries, noting the shortfall in income from delivering training at the Economic Crime Academy and asked what the impact would be, and what action would be taken. She also enquired

whether the savings targets would be sufficient or whether they could be extended. Finally, the member noted that the City of London Corporation held the financial reserves for the CoL Police and queried whether it would be possible to work towards ensuring the Force could hold its own reserves.

- The COFO, in reply, advised that the loss of income from the cancelled training at the Economic Crime Academy had been offset largely by two main factors: in part by an accrual from previous years and secondly by a government grant for recruitment which had been received in full. In relation to the savings targets, the target itself was £5.7m – which was forecast to be achieved in full – and there was a further projected underspend of £4m which would be in addition to the original target. The COFO drew members' attention to the fact that significant savings had also been achieved by recruiting a high number of probationers who were on lower salary bands than more experienced longer serving officers. Regarding the financial reserves, the COFO confirmed she would be happy to agree should it be proposed that responsibility for this be allocated to the CoL Police. At this point the Chairman advised that further discussion in relation to this point would be taken under item 14a.
- There was further discussion in relation to the planned use of the £4m underspend as partial repayment of the Action Fraud loan and some members expressed the view that some of the underspend could be used strategically by allocating it to the reserves. In response, the COFO advised that the loan was scheduled to be repaid over four years: an early repayment of part of the total amount would ease the financial pressure by £1m per annum.
- A member queried the projected underspend on salaries given the number of unrecruited posts. The same member also enquired into the accuracy of the savings tracker. The COFO reiterated the complex nature of workforce planning and advised that the Q2 information was the most accurate available at this stage in the financial year. Further detail would become available as the year progressed and would be monitored by the Capital Programme group internally and be presented to members in Q3.
- A member queried whether, given the difficulty in identifying 67 extra posts within the budget, this caused any issues with the Home Office in terms of how the money was spent. She also enquired whether this applied to other grants obtained. The COFO, in response, advised that the National Uplift Year 1 posts were in accordance with a baseline agreed with the Home Office for 44 officers, rather than 67. The Home Office allowed some use of the funding provided for Covid expenditure and detailed monitoring of the spend remained in place. The same member also queried how likely the resumption of international training in the course of the next two years was, given the ongoing global health pandemic. In reply, the COFO advised that a high level of demand existed as a result of the current suspension of training delivery. As soon

as international travel was achievable safely, significant income would be generated. Were the delay in training delivery to continue for longer, an income recovery grant would offset the shortfall. The Assistant Commissioner added that the Force had also introduced virtual delivery of training in addition to expanding the number of countries to whom the Force delivered training.

RESOLVED, that the report be received.

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

Members considered a report of the Commissioner regarding Policing Plan 2020-23 – Performance against measures for end Q2 for the year 2020/21 and the following points were made.

- The Assistant Commissioner reported that the Force was rated first in the country for crime detection, news which was welcomed by members. One measure requiring action in relation to Counter Terrorism was the decrease in the amount of hostile reconnaissance reports; however the Assistant Commissioner advised that this was as a result of footfall in the City having significantly reduced since the outset of Covid-19 which could not have been avoided.
- In relation to neighbourhood policing, a member queried to what extent the Force was involved with some measures, such as road safety. In response the Assistant Commissioner advised that the Force had a statutory duty to enforce the law in relation to road safety, including safeguarding the vulnerable.
- A member asked whether the reduction in footfall within the City had provided an opportunity to increase efforts in relation to prevention of crime. In response, the Assistant Commissioner replied that there remained a prominent focus on offender management and repeat offending, with several recent good results.
- A question was put in relation to partnership working, with clarification sought as to how effectiveness was assessed with reference to City of London and Metropolitan Police working partnership. The Assistant Commissioner responded and explained that the Force worked in partnership with the Metropolitan Police and the British Transport Police on public order management; with the Metropolitan Police on a London-wide basis to manage sex offenders and violent offenders; and with the Metropolitan Police and the NHS on mental health issues. Given the range of partnerships, any one, single, standard of measurement could not be applied, however, CoLP Head of Governance and Assurance explained that this could be considered as part of the setting of next year's measures. A member highlighted that this could be explored as part of the Policing Plan for the year 2021-22: to consider which priorities to work towards and to select an appropriate measurement to track achievement.

- In response to a question regarding performance measurement, the Assistant Commissioner advised that year-on-year comparators could be provided for future meetings, as had been the case in previous years. Measures had been set following Home Office guidance which had moved away from target-based measurements several years previously. Several members however voiced their support for data which would facilitate effective scrutiny of a performance-led and measurable reduction in crime. The Assistant Commissioner further advised that there was measurement of crime in the west and the east sector, as well as year-on-year. In 2021 ward-specific briefings and panels would be introduced which would allow ward members, residents and businesses to obtain this data.
- A member noted that there had been a decrease in the number of fraud disruptions and sought clarification as to whether the Serious Organised Crime measures on p52 included fraud. In reply, the Assistant Commissioner advised that victim-based inquisitive crime did not include fraud, which the Force was required to record separately. The decrease in disruptions was as a result of numbers of people within the banking and financial sectors, who were necessary to this area of work, being furloughed or working remotely. A member noted that Fraud Performance was scrutinised thoroughly at the Economic Crime Committee in any case.
- In response to a question on Stop and Search as to how the percentage of effectiveness compared to national figures, the Assistant Commissioner replied that the Force compared favourably to the national average.

RESOLVED, that the report be received.

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

Members considered a Human Resources (HR) monitoring report of the Director of Human Resources and the following points were made.

- The Assistant HR Director noted that there had been a significant uplift in the intake of probationers, with a further 16 probationers taking up their role from 20 November 2020. Members heard that the numbers of women and BAME recruits had also increased.
- A member commented on the positive feedback in relation to the culture at the City of London Police, which was welcomed, but expressed concern at the high level of transfers (approximately 50%) and enquired as to whether exit interviews were carried out. In response, the Assistant HR Director advised that police officers frequently changed roles, which was supported within the Force given that this facilitated the building of a wide range of skills and expertise. This benefitted officers in terms of their personal development as well as the Force overall. Exit interviews

were routinely conducted and changes to the process in recent years meant that these were now conducted by a member of a staff network rather than line management.

- The same member asked why the statistics gathered from those who would be considered part of the group of those with protected characteristics were low. The Assistant HR Director, in response, advised that it had been explained to officers why the information was requested, how it would be used and that line managers were not able to access this information. This had helped to raise the level of information returned, although the number of responses remained lower than was desirable. It was noted that this was a voluntary return, rather than statutory.
- A query was put seeking clarification of the role of the Chief Superintendent - Welfare Lead. The Assistant Commissioner advised that this was a proactive role to oversee staff welfare including statutory reports (e.g. staff assaults); conducting forums on stress, injury and wellbeing; overseeing delivery of occupational health with HR; and ensuring line management was supporting the welfare plan appropriately. The current post holder was proactive and had revised and updated the plan in place to assist staff in dealing with traumatic incidents. Internal evidence had shown that this model did support people appropriately and that incidents were reported.
- A member enquired as to whether the statistics included the Special Constables and the Assistant HR Director advised that the Special Constables were recorded separately, with a separate Commander overseeing them.

RESOLVED, that the report be received.

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

Members considered a Human Resources (HR) monitoring report of the Director of Human Resources and the following points were made.

- The Assistant HR Director noted that there had been a significant uplift in the intake of probationers, with a further 16 probationers taking up their role from 20 November 2020. Members heard that the numbers of women and BAME recruits had also increased.
- A member commented on the positive feedback in relation to the culture at the City of London Police, which was welcomed, but expressed concern at the high level of transfers (approximately 50%) and enquired as to whether exit interviews were carried out. In response, the Assistant HR Director advised that police officers frequently changed roles, which was supported within the Force given that this facilitated the building of a wide range of skills and expertise. This benefitted officers in terms of their personal development as well as the Force overall. Exit interviews were routinely conducted and changes to the process in recent years

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- A member enquired as to whether the statistics included the Special Constables and the Assistant HR Director advised that the Special Constables were recorded separately, with a separate Commander overseeing them.

RESOLVED, that the report be received.

At 3.45pm Members agreed to extend the business of the agenda beyond two hours, in accordance with Standing Order 40, in order to conclude the business on the agenda.

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

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other public business.

12. EXCLUSION OF THE PUBLIC

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

13. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 16 October 2020 be approved.
14. **NON-PUBLIC REFERENCES**
Members considered a joint report of the Town Clerk and Commissioner regarding non-public references.
15. **UPDATED MEDIUM-TERM FINANCIAL PLAN AND RESERVES POLICY PRINCIPLES**
Members considered a report of the Head of Police Authority Finance.
16. **TRANSFORM UPDATE**
Members heard an oral report of the Commissioner regarding the Transform Programme: Update on Implementation and Efficiencies.
17. **HR MONITORING UPDATE 1 APRIL-30 SEPTEMBER 2020 – NON-PUBLIC APPENDIX**
A non-public appendix was considered in conjunction with the discussion under item 9 (above).
18. **CIPFA REVIEW OF COLP/COL FINANCE - IMPROVEMENT PLAN**
Members considered a report of the Commissioner on the Improvement Plan.
19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business in non-public session.

The meeting ended at 4.27 pm

Chairman

Contact Officer: Rhiannon Leary
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PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

No.	Meeting Date & Reference	Action	Owner	Status
5/2020/P	7 February 2020 Item 8 – Internal Audit Update	Internal Audit function to be benchmarked against peer Forces/Authorities.	Head of Audit and Risk Management	
11/2020/P (arising from closed 6/2020/P)	16 October 2020 References – Sector Policing	Update report on review of Sector Policing Model to be submitted to Committee from May 2021.	Assistant Commissioner	Due May 2021
12/2020/P (arising from closed 7/2020/P)	16 October 2020 References – Staff Survey	Staff Survey 2020 report to be submitted to Committee from February 2021.	Assistant Commissioner	IN PROGRESS- Report will be submitted to the May P&RMC unless Members would prefer earlier sight at April PAB?. Staff Survey outcome is currently going through CoLP internal governance and is due to be presented to March 2 nd CoLP Strategic Management Board.
15/2020/P	16 October 2020 Policing Plan Performance Q1	Member workshop to be convened to deliver briefing on Policing Plan measures, and the governance and compliance measures underpinning them.	Town Clerk / Head of Governance and Assurance	COMPLETE- This was set for 29 th January 2021

PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

16/2020/P	16 October 2020 AOB – Reporting Request(s)	Reports to be submitted to Committee covering: (a) City of London Police IT Programme Update	Sean Green/ Jonathan Chapman	COMPLETE- A deep dive report on the IT Modernisation Programme was submitted to the PAB on 16 th December 2020. There are plans for Members with specific IT knowledge (Dawn Wright and Graham Packham) to meet with the AC and CoL/CoLP IT Director regarding this report in order to provide scrutiny etc.
		(b) Discrete accounts for non-core Force funding received from City of London Corporation	Head of PA Finance/Treasurer	COMPLETE- Head of PA Finance has included this as a briefing note as part of the MTFP update on the agenda.

Committee(s) Performance & Resource Management (City of London Police Authority Board) Committee	Dated: 2 February 2021
Subject: Annual Review of Terms of Reference	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8 & 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Town Clerk	For Decision
Report author(s): Polly Dunn, Senior Committee and Member Services Officer	

Summary

This report calls for the annual review of the Committee's own Terms of Reference, for recommendation to the Board for final approval. This includes a proposed bifurcation of the Committee into two functions: (1) Policing Plan and performance and (2) finance and asset management.

Recommendation(s)

Members are invited to:

- consider the proposed bifurcation of the Committee into two functions: (1) Policing Plan and performance and (2) finance and asset management;
- consider the proposed change in membership of the Committee;
- approve, subject to any comments, the terms of reference of the Committee (as set out in **appendix 1**) for submission to the City of London Police Authority Board for final approval; and
- consider whether any change is required to the Committee's frequency of meetings.

Main Report

1. Each sub-committee of any Grand Committee of the Court of Common Council is provided an opportunity to consider the relevance and effectiveness of its own Terms of Reference in the discharging of its delegates responsibilities.

2. At the City of London Police Authority Board meeting held in July 2020, Members discussed the future need to bifurcate P&RM into two functions, namely (1) Policing Plan and performance and (2) finance and asset management.
3. In addition to this, the Board has also considered the amendment its Committee's memberships to include up to two external Members, to be appointed by the Police Authority Board.
4. The draft composition and proposed frequency of meetings of the two Committees is currently identical to one another.
5. The two sets of draft terms of reference are attached as an appendix for your consideration. Beyond the changes outlined in the previous paragraphs, no further changes have been made.
6. The Committee is also invited to review the frequency of its meetings and constitution. At present the Committee is scheduled to meet on a quarterly basis.

Corporate & Strategic Implications

7. Members should consider the current scope of the Board's Terms of reference, and bear in mind the impact of any proposed changes, particularly resource, legal and equalities implications.

Conclusion

8. Amendments to the Terms of Reference are put forward for the consideration of Members, for onward approval by the City of London Police Authority Board.

Appendix 1 – Draft Terms of Reference of the *Strategic Planning and Performance Committee* and *Resource and Risk Management Committee* 2021/22

Polly Dunn

Senior Committee and Member Services Officer

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Strategic Planning and Performance Committee

Composition

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

Frequency of meetings

- The Committee shall meet four times per annum.

Terms of Reference

To be responsible for:

Policing Plan and Performance

- a. overseeing the monitoring of performance against the City of London Policing Plan and measure crime and harm reduction against appropriate benchmarks;*
 - b. monitoring government, policing bodies and other external agencies' policies and actions relating to police performance and advising the Police Authority Board or Commissioner as appropriate;*
 - c. Oversight of the delivery of the City of London Police Corporate Plan and Strategic Policing Requirement;*
 - d. Monitoring of HMICFRS reporting and implementation of recommendations, and other relevant reporting.*
 - e. Monitoring of Human Resources issues not covered by the Professional Standards and Integrity Committee.*
-

Resource and Risk Management Committee

Composition

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

Frequency of meetings

- The Committee shall meet four times per annum.

Terms of Reference

To be responsible for:

Finance, Asset Management and Change

- a. overseeing the Force's resource management in order to maximise the efficient and effective use of resources to deliver its strategic priorities including monitoring against budget, scrutiny of proposed budgets, and the Medium Term Financial Plan;*
- b. Scrutiny and recommendations around capital spend and programmes.*
- c. Oversight of Force Commercial Projects;*
- d. Oversight of Risk and Transform;*
- e. Scrutiny of Police Accommodation strategy requirements.*
- f. Scrutiny of internal audit reporting and implementation of recommendations.*
- g. making recommendations to the Police Authority Board to change procedures, where necessary.*
- h. any other matter referred to it by the Police Authority Board.*

Committee: Police Performance and Resource Management Committee Police Authority Board	Date: 2 nd February 2021 17 th February 2021
Subject: Q3 Revenue and Capital Budget Monitoring 2020/21	Public
Report of: Commissioner of Police Pol 11-21	For Information
Report author: Cecilie Booth, Chief Operating and Chief Financial Officer	

Summary

The Chief Officer Cash Limited Budget at the start of the year was £84.9m. This includes the 67 locally agreed growth posts and the 44 National Uplift Year 1 posts. This report outlines the financial position for the third quarter of the 2020/21 financial year. Current projections indicate an underspend of £5.5m by the end of the year, primarily due to the large number of vacancies held at start of year.

The Police Authority Board decision taken under 'Urgency' on 12th June 2020 was that costs relating to Action Fraud in meeting contractual obligations (procurement, licence fees and exit/transition) in the region of £3.8m would be funded from the Action Fraud Reserve and Police budget underspends. £2m of these costs are expected to fall within the 2020/21 financial year.

A challenging savings plan is in place. £5.7m is fully built into the budget, with £1.6m in pay and £4.1m in non-pay. The budget and the savings plans are closely monitored throughout the year with fortnightly meetings between Force and Police Authority finance staff, monthly meetings with the Commissioner, Force Chief Operating and Chief Finance Officer (COFO) and Police Authority staff and quarterly reports to Performance and Resource Management Committee and Police Authority Board. The Savings Tracker is further subject to monthly monitoring meetings and updated Action Plan.

The required savings have been successfully delivered.

Recommendation

Members are asked to note the report.

Main Report

1 Chief Officer Cash Limit Budget

1.1 The Chief Officer Cash Limited Budget at the start of the year was £84.9m. This includes the 67 locally agreed growth posts and the 44 National Uplift posts.

1.2 The budget is funded as follows:

Table 1

	£'000	%
Core grant	65,500	42.59%
Business Rates Premium	19,200	12.49%
Specific Government Grants	51,300	33.36%
Partnership Funding	13,000	8.45%
Fees and charges	4,100	2.67%
Corporation - Contact Centre	680	0.44%
Adjustments	(500)	
Total Funding and Income	153,280	

1.3 The latest forecast position is summarised below

Table 2

	20/21 Latest Budget £m	Budget YTD £m	Actual (Q3 YTD) £m	Variance YTD £m	Forecast £m	Proj Variance £m
Pay						
Officers – net	60.6	45.4	42.1	(3.3)	56.9	(3.7)
Staff – net	26.0	19.5	18.4	(1.1)	25.0	(1.0)
Overtime	2.2	1.7	1.5	(0.1)	2.3	0.1
Agency	1.6	1.2	1.1	(0.1)	1.6	0.1
Indirect employee costs	2.3	1.7	1.7	(0.0)	2.2	(0.1)
Pensions Contrib.	23.0	17.3	0.0	(17.3)	23.0	0.0
Total Pay	115.6	86.7	64.8	(21.9)	111.0	(4.7)
Premise Costs	2.6	1.9	2.5	0.6	2.6	(0.0)
Transport Costs	2.0	1.5	0.8	(0.7)	2.2	0.2

Supplies and Services	22.7	17.1	12.5	(4.6)	20.9	(1.8)
Third Party Payment	12.2	9.1	6.2	(2.9)	11.9	(0.3)
Unallocated Savings	(1.8)	(1.4)	0.0	1.4	0.0	1.8
Non-Pay	37.7	28.3	22.0	(6.3)	37.6	(0.1)
Total Expenditure	153.3	115.0	86.8	(28.2)	148.5	(4.8)
Income						
Specific Grant	(51.3)	(38.5)	(33.3)	5.2	(52.7)	(1.3)
Partnership	(13.0)	(9.7)	(6.4)	3.3	(13.0)	0.0
Fees & Charges	(4.1)	(3.1)	(1.3)	1.8	(3.4)	0.7
Total Income	(68.4)	(51.3)	(41.0)	10.4	(69.1)	(0.6)
Funding	(84.9)	(63.7)	(63.7)	0.0	0.0	0.0
Underlying Deficit	0.0	0.0	(17.8)	(17.8)	79.4	(5.5)

1.4 Table 2 indicates a projected underspend of £5.5m, predominately within pay. At the start of the year there were 161 vacancies, this has reduced to 56 at the end of Q3. There have been 182 new starters and 77 leavers, providing a net decrease in vacancies of 105. The pay actuals and projections in Table 2 above are based on the workforce actuals and forecasts shown in Table 5 below.

1.5 Non-Pay

Non-Pay comprises 25% of the expenditure budget, and a slight underspend of £0.1m is forecast at the end of Q3. A high level overview of non-pay expenditure provides:

- Premises - £2.6m. This includes rates and running cost for Bishopsgate and Wood Street; utilities, cleaning cost and hire of premises.
- Transport - £2.0m. This includes use of hire transport, vehicles running cost, repairs and maintenance of vehicles and Rail Delivery Group contract (RDG). The projected £0.2m overspend relates to repairs and maintenance and vehicle running cost for our current fleet. There is currently an active fleet replacement programme in place, which will reduce maintenance costs for future reference.
- Supplies and Services - £22.7m. This includes large fees relating to Action Fraud, National Fraud Intelligence Bureau (NFIB), National Cyber Security Programme (NCSP) and Economic Crime Capability, as well as various day to day operational costs. The unallocated savings of £1.8m have been found in supplies and services through various departmental savings.

- Third Party Payments & Recharges - £12.2m. This relates to fees and contributions to partners and other bodies, including the IT recharge of £7.0m to City of London Corporation.
- Overtime and Agency is forecast near budget. The use of agency staff is lower than the previous year due to a fully funded pay budget. In previous years we have been holding a high number of vacancies to meet required in-year savings, which resulted in higher overtime and agency costs.
- COVID-19 has added pressure to the overall budget, however, the Home Office has allowed police forces to claim 50% of the allocated ring-fenced Uplift Grant for this purpose. The CoLP grant for the year is £1.2m, of which £0.7m has been received to date. We expect to receive the full £1.2m ring-fenced funding by the end of the year, dependent upon progress with recruitment towards the additional posts, above the agreed baseline.
- It is anticipated that most of the projected underspend will be utilised to support Action Fraud. At the end of Q3, £1.5m has been spent or committed, and at this stage with a further £0.5m forecast in Q3. There is a risk of a further £3.5m to be spent in future years, but that is dependent on whether system improvements and the projected Supplier dispute costs are incurred. This is subject to on-going negotiations. Any additional expenditure pressures will be funded partly from the Action Fraud Reserve and partly from underspends in the current financial year. Expenditure will be split over three financial years, and it is possible that some funding will be available from the Home Office. However, there is no certainty around external funding at this stage. This matter will be covered further in the outturn report as and when further information is available. Any residual underspends may be used towards repayment of the Action Fraud loan from the Corporation. This is not limited to any underspends against the local growth bid.
- It should be noted that there are some significant areas of risk attached to the forecast; e.g. due to travel restrictions, limited international training can currently take place and there is likely to be a shortfall in income from the Economic Crime Academy. The position has been closely monitored during the financial year, and some of the shortfall has been funded through the government's income recovery grant. CoLP has made a £152,000 submission to this scheme for the first 4 months of the year. A further claim has been made for £201,000 and it is anticipated that the full year claim will provide £500,000 by the end of the year.
- TfL grant has been received in full for the first three quarters of the year, at this stage it is assumed we will receive the full year funding.

2 Savings Target

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

2.2 Current projections indicate that we are on course to deliver the required mitigations, a summary is shown in Table 3 below.

Table 3

Savings Tracker	Target £'000	YTD Actual £'000	Forecast £'000	Variance £'000	Risk
Transform pay savings - holding branch	860	860	860	0	G
Average salary reduction through recruitment policy	400	616	700	300	G
Overtime	350	350	350	0	G
Total pay	1,610	1,826	1,910	300	
Savings through National Policing Programmes - NEP	1,300	-	1,300	0	A
IT Transformation	20	20	20	0	A
Digitisation of external services	100	-	-	(100)	R
Support Services review	350	247	250	(100)	G
Asset Recovery	100	400	400	300	G
Commercial activity and income generation	950	150	1,253	303	G
Estate savings	1,300	496	786	(514)	R
Total non-pay	4,120	1,313	4,009	(111)	
Total	5,730	3,139	5,919	189	

2.3 The main risk in the savings tracker related to NEP, where there is a delay nationally in rolling out the programme. To mitigate this, a new holding branch to a value in the region of £1m has been established, containing vacant posts that may be deleted in line with the national programme roll out. It was also anticipated that some IT related savings could be found, however, such savings have not materialised to date.

2.4 Due to international travel restrictions it has not been possible to deliver overseas training in accordance with the CoLP Corporate Plan. Some of the commercial projects have also been delayed due to COVID19. There is a build up of demand for international training and some training is being delivered in January – March 2021, generating income in the region of £140,000. The government's income recovery scheme has partly offset shortfalls, £152,000 has been claimed and received and a further submission of £201,000 has been made.

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

3 Directorate Revenue Position

3.1 As at the end of Q3, current projections indicate an underspend of £5.5m; Table 4 below sets out the Directorate position. This includes the £5.7m budget mitigations identified in the Savings Tracker.

Table 4

Directorate	20/21 Latest Budget £'m	Budget YTD £'m	Actual (Q3 YTD) £'m	Variance YTD £'m	Forecast £'m	Proj Variance £'m
BSD	28.5	21.4	(0.3)	(21.7)	26.6	(1.9)
Crime	11.8	8.8	8.7	(0.1)	10.9	(0.9)
ECD	8.7	6.5	13.0	6.4	7.7	(1.0)
I&I	14.5	10.9	11.1	0.2	15.3	0.8
UPD	21.5	16.1	13.4	(2.7)	19.0	(2.4)
Grand Total	84.9	63.7	45.9	(17.8)	79.4	(5.5)

*The variance YTD within BSD relates to the Police Pension payment received from Home Office in advance for 2020/21 (£17.5m of the budgeted £23.0m).

3.2 Business Support Directorate – **underspend of £1.9m**

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

The Directorate is currently holding 23 FTE above establishment, mainly due to Transform, Corporate Plan and PSD.

3.3. Crime Directorate – **underspend of £0.9m**

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

The Directorate is holding vacant posts of 20 FTE.

3.4. Economic Crime Directorate – **underspend of £1.0m**

The majority of the underspend is due to vacancies, especially in National Lead Force. Income from external funders will be matched to actual expenditure during the financial year. So a high level of vacancies held does not necessarily mean there is a corresponding budgetary variance.

The Directorate is holding vacant posts of 26 FTE.

3.5 Information and Intelligence Directorate – **overspend of £0.8m**

The directorate is holding a number of vacant post, but in the last quarter a number of those vacant posts have been recruited into. Unfunded staffing costs in the Niche/Pronto and within the Command Hub teams have off-set any gains made by the vacancies and created increased budget pressures in the reporting period. These posts are part of Transform and will be reassigned to the appropriate establishment in due course. There is also an additional emerging pressure due to increased use of digital investigations, linked to remote working in the Central Authorities Bureau (CAB) team.

The Directorate is holding vacant posts of 33 FTE.

3.6 Uniformed Policing Directorate - **underspend of £2.4m**

The underspend in UPD is mainly due to vacancies earlier in the financial year. All vacancies have now been filled, including the higher than usual probationer intake this year. All the new probationers and all the national uplift posts are temporarily placed in UPD, hence there are currently no net vacancies There is

some risk to TFL Grant income for roads policing, although at this stage it is assumed that the grant will be received in full.

The Directorate is not currently holding any vacancies

4 Workforce

- 4.1 The pay budget constitutes 75% of the expenditure budget. The current establishment, including 67 locally agreed growth posts and 44 National Uplift, is 1,394 FTE, comprising 888 Officers and 506 staff. The actual workforce paid in December 2020 was 1,338 FTE comprising 851.5 Officers and 486.6 Staff.
- 4.2 Table 5 below sets out the actual position by month up to the end of Q3, and a forward projection by month for the rest of the financial year. It should be noted that this is only a forecast; it is particularly difficult to predict exactly when posts will be filled due to the timing and success of recruitment campaigns, probationer intake, and the vetting process. It is also difficult to predict timing of leavers, so the confidence level in the forward projections is low.
- 4.3 The position is closely monitored via the Force Strategic Workforce Planning (SWP) Board, which meets monthly. All recruitment is approved by SWP in advance, after confirming funding is in place for each post.

Table 5 – Actual workforce numbers for Q3 and forward projections

	FTE	Officers FTE	Staff FTE	Total FTE
Actual	April	768	447	1,215
	May	768	448	1,216
	June	778	450	1,228
	July	788	457	1,245
	August	812	464	1,276
	September	822	464	1,286
	October	829	474	1,303
	November	833	483	1,317
	December	852	487	1,338
Forecast	January	865	493	1,358
	February	870	497	1,367
	March	875	500	1,375

Head count

Headcount	Officers	Staff	Total
Establishment	888	506	1394
April	777	462	1239
May	781	464	1245
June	790	465	1255
July	797	471	1268
August	820	477	1297
September	832	483	1315
October	840	489	1329
November	844	500	1344
December	862	502	1364

4.4 National Uplift

The Prime Minister pledged to recruit 20,000 extra police officers in England and Wales over three years, with a recruitment drive that started in September 2019. We received notification from the Home Office confirming 44 officers for CoLP in 2020/21. The CoLP evidence based bid was for 113 new officers based on the Strategic Threat and Risk Assessment (STRA) review. Funding for the 44 was provided in the 2020/21 police settlement in January. To date, 29 officers have been recruited to the 44 new posts.

4.5 67 Growth

Recruitment towards the 67 locally agreed growth is fully under way. To date, at the end of December 2020, 61 posts have been filled, 5 are due to start in January (passed vetting) and the final post of the 67 is in vetting.

- 4.6 It is difficult to monitor expenditure against the 67 local growth posts separately from the rest of the budget, however, costs to date are in the region of £3.9m which includes direct salary costs, 25% oncosts, firearms equipment and direct recruitment costs such as advertising and additional HR support. It is anticipated that the 5 due to start will be in post by 31st January and the remaining post in vetting is predicted to start before the end of the financial year. The projected underspend against the £5.4m additional funding for the 67 posts is £0.27m, which will be utilised towards repayment of the Action Fraud Loan.

5 Income

- 5.1 Table 6 below sets out grant and income funding totalling £65.55m. Current projections indicate a high level of confidence in receipt from all funders in the current financial year, however, there is an element of risk attached to the TfL grant.
- 5.2 The majority of grant income is received or accrued for at the end of year. Steps are taken to claim grant income early in the year if possible.
- 5.3 Current projections indicate a small number of variances against specific grants. The positive variances in (red) indicate an improved position, the negative variances in black indicate a worse position, where grant income may be lower than the budget.

Table 6

Name of Grant	Funding Provider £'000	2020/21 Budget £'000	Actual Q3 YTD £'000	Projected Outturn £'000	Projected Variance £'000	Risk Rating	Responsible Lead
Police Pensions Grant	Home Office	(23.0)	(18.4)	(23.0)	0.0	G	LT
Counter Terrorism Policy Grant	Home Office	(6.7)	(5.5)	(7.2)	(0.6)	G	GF
Action Fraud Managed Service	Home Office	(6.1)	(3.3)	(6.1)	0.0	G	JV
National Cyber Security Programme	Home Office	(6.1)	(0.0)	(5.0)	1.1	G	JVP
Action Fraud National Fraud Intelligence Bureau	Home Office	(4.3)	(2.2)	(4.3)	0.0	G	SA
Insurance Fraud Enforcement Team	Association of British Insurers	(4.1)	(1.7)	(3.9)	0.3	G	TH
Economic Crime Capability Development	Home Office	(2.7)	(1.0)	(2.5)	0.2	G	AN
Dedicated Cheque & Plastic Card Unit (DCPCU)	UK Payments Administration Ltd	(2.6)	(1.2)	(2.3)	0.2	G	GR
National Lead Force	Home Office	(2.3)	(1.4)	(2.3)	0.0	G	PS
International Property Crime Investigation Unit (PIPCU)	Intellectual Property Office	(2.1)	(0.9)	(1.9)	0.2	G	NC

Police Transport Grant	Transport for London	(1.9)	(1.5)	(1.9)	0.0	A	KT
Cyber Griffin	Corporation	(0.7)	0.0	(0.7)	0.0	G	CM
Lloyds Sponsorship	Lloyds Bank	(0.4)	(0.5)	(0.5)	(0.0)	G	AB
Other - International Training and Development Team	Home Office	(0.4)	(0.1)	(0.4)	0.0	A	TR
Late Night Levy	Corporation	(0.3)	(0.2)	(0.3)	0.0	G	JP
National Lead Force	Home Office	(0.3)	(0.2)	(0.3)	0.0	G	PS
London Safety Camera Partnership	Transport for London	(0.3)	(0.1)	(0.3)	0.0	G	AM
Economic Crime Victim Care Unit	Mayors Office for Policing & Crime	(0.2)	0.2	(0.2)	0.0	G	PS
Tower Bridge	Corporation	(0.1)	(0.1)	(0.1)	0.0	G	AM
Regional Organised Crime Unit Coordinator	Home Office	(0.1)	0.0	0.0	0.1	G	JV
Volunteer Police Cadets	Cadet Contributions	(0.0)	(0.0)	(0.0)	0.0	G	PP
20/21 COVID-19 Surge Funding/ PPE Reimbursement	Home Office	0.0	(0.5)	(0.5)	(0.5)	G	AB
20/21 Ringfenced Police Uplift Programme (PUP)	Home Office	0.0	(0.7)	(1.2)	(1.2)	G	CB
City of London Building Works	British Transport Police	0.0	(0.0)	(0.0)	(0.0)	G	PP
Common Police Services Contributions	College of Policing and HMICFRS	0.0	(0.1)	(0.1)	(0.1)	G	AB
Fraud Northern Hub	Intellectual Property Office	0.0	0.0	(0.3)	(0.3)	G	PS
Interpol Secondment	MPA/UL	0.0	0.0	(0.0)	(0.0)	G	NC
Mutual Aid	Essex Police	0.0	(0.1)	(0.1)	(0.1)	G	MD
Other - Support Group	London Mayors Office	0.0	0.0	(0.1)	(0.1)	G	JM
Other - Taser Project	College of Policing	0.0	0.0	(0.1)	(0.1)	G	RW

Overseas Anti-Corruption Unit	Department for International Development	0.0	0.0	(0.0)	(0.0)	G	NC
Prevent Grant	Home Office	0.0	(0.1)	0.0	0.0	G	GF
Secondments	Cambridgeshire Constabulary	0.0	(0.0)	(0.1)	(0.1)	G	MW
Secondments	Metropolitan Police	0.0	(0.0)	(0.1)	(0.1)	G	MW
PTF & NCSP Funding Grant	Miscellaneous income	0.0	(0.0)	(0.2)	(0.2)	G	DP
Misc	Various	(0.0)	(0.1)	(0.1)	(0.1)	G	Various
Total		(64.55)	(39.67)	(65.83)	(1.29)		

5.4 As illustrated, projected income is £1.29m above the budget, which is due to an unexpected flexibility in the ringfenced funding for the national uplift, and additional Home Office funding relating to Covid19 in enforcing the current restrictions.

5.5 The key risk is around international training, it is assumed that the TfL grant will be received in full in the current financial year.

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

6 Capital Programme

6.1 There are two elements to the Capital Programme; the legacy schemes approved prior to 2020/21 and funded by the Corporation of London; and schemes approved through a loan facility from the Corporation from 2020/21 and onwards

6.2 Table 7 provides a summary overview of the capital budget. Progress of the Capital Programme and further details for each project are shown in Appendix 1.

7 Table 7 - Summary of Capital Programme 2020 to 2024

CoLP Capital Programme 2020	Capital Programme Budget	Spend to Q3	Forecast 2020/21	Future years	Total Forecast	Forecast Variance
	£m	£m	£m	£m	£m	£m
IT Related	7.69	0.25	0.46	6.52	6.98	(0.70)
Equipment	0.14	0.00	0.00	0.14	0.14	0.00
Fleet	1.00	0.02	0.08	0.92	1.00	0.00
Accommodation	0.19	0.00	0.10	0.09	0.19	0.00
Total 2020-2024 Capital Programme	9.02	0.27	0.64	7.67	8.31	(0.70)
Legacy Capital Programme	28.89	19.98	27.42	1.79	29.21	0.32
Total	37.91	20.25	28.06	9.46	37.52	(0.39)

- 6.3 For the four-year programme to 2024, there is a forecast underspend of £0.4m. This is largely due to the Accommodation Decant Programme and re-scoping of the Airwaves project.
- 6.4 At the end of Q3, it is expected that the Legacy Capital Programme will largely be complete, with a small in-year underspend as projects are completed in the new financial year. Spending on the new 2020/24 programme has been relatively low this year with the completion of projects expected to be in 2021/22 and beyond. This has partly been caused by the Covid19 lockdown, with purchase orders being placed later than otherwise, and delays in delivery of equipment. The projects to update the Custody CCTV and the new module for the Chronical system are expected to be substantially complete by the year end.
- 6.5 Expenditure to year end against the delegated loan funded capital programme is forecast to be £0.6m.
- 6.6 The IT programme covers a range of IT related projects. Critical to this is the IT Modernisation programme, which has a budget of £6.425m over four years. Within this budget, £0.675m is to be reallocated to fund the accelerated roll out of new desk top and mobile equipment, which is funded by the Corporation pre-2019/20 programme budget.
- 6.7 The remainder of the IT budget is allocated to support the 2021-2025 capital programme for the provision of IT related projects.
- 6.8 The programme to replace non-ULEZ compliant vehicles is expected to be largely complete by the end of the year. However, there is a risk of delay to delivery of some vehicles, and some expenditure may be incurred in the next financial year.

- 6.9 The low value capital scheme for the NHS Custody Link is now being funded by the health service and the budget is therefore released.

7 Transactional services

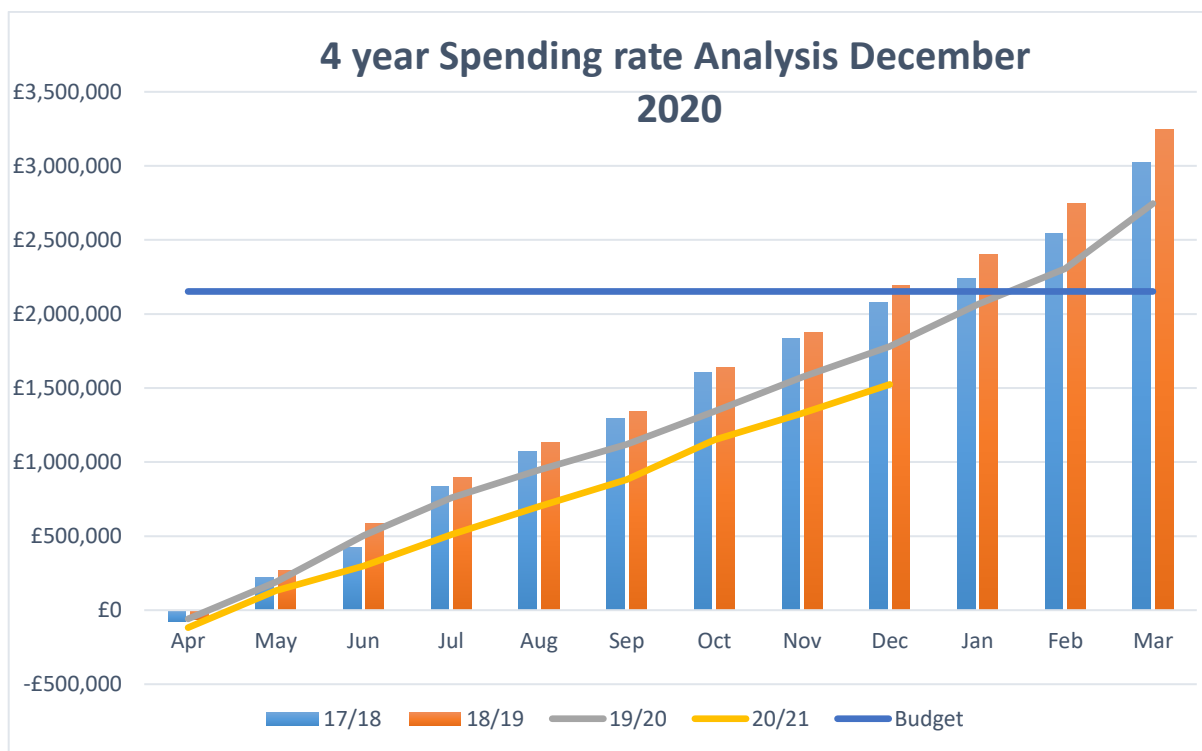
There has been a significant improvement to all transactional services following the appointment of a new Transactional Manager. As agreed with Members at the December Police Authority Board, for future reference, only exception reports will be provided for these services. There are no exceptions to report for Quarter 3.

8 Overtime

- 8.1 The overall overtime budget is £2.2m; £1.6m in core funded and £0.6m in funded units.
- 8.2 Gross expenditure up to Q3 is £1.8m, offset by a 19/20 accrual of £0.3m, resulting in net expenditure of £1.5m. There has been a significant reduction in overtime demand during the COVID pandemic, however, this might change as and when footfall in the City increases. Based on current demand and the current national lockdown, the projected outturn position is £2.3m; £0.1m over budget.
- 8.3 Overtime expenditure for 2018/19 was £3.2m and in 2019/20 it was £2.8m. Overtime has been significantly reduced during 2020/21, due to the lower level of vacancies held and COVID.
- 8.4 The main reasons for claiming overtime are:
- Covering for vacant posts (backfilling / Business as Usual)
 - COVID19
 - Black Lives Matters Protests
 - Bank of England armed escorts (funded by the Bank)
 - Pan London Violent Crime Operations
 - Op Uranium¹
 - Op Benbow²
- 8.5 The largest spending Directorate is UPD, with 50% (£0.9m) of overall overtime. The main reasons are business as usual, backfilling and Bank of England which accounts for 44%. It is expected that the need for backfilling and BAU will reduce as vacancies are filled, however, it is difficult to predict requirements relating to future unknown policing requirements.
- 8.6 The chart below shows cumulative overtime expenditure over the last 4 years, which projects a year-end reduction in the current financial year compared to previous years.

¹ Op Uranium- targeting Courier Fraud

² Op Benbow- in collaboration with the MPS targeting Public Order



9 Coronavirus (COVID-19)

9.1 COVID-19 has had an impact since the start of the pandemic in mid-March 2020. In Q3, the financial impact of COVID-19 totals £0.93m, which includes overtime (£148,000), loss of income from the Economic Crime Academy (£264,000), additional spend on IT to allow home working (£172,000), cleaning and various health and safety measures (£346,000). COVID-19 related expenditure is currently reducing month on month, and the position will be closely monitored for the rest of the financial year. The majority of costs will be recovered from Home Office claims.

9.2 The combination of monthly expenditure and loss of income is summarised in Table 10 below, showing total additional COVID related pressure of £934,604 to the end of Q3.

Table 10

COVID-19 Spend to date	
	£
Mar	298,378
Apr	139,708
May	95,295
Jun	97,463
Jul	8,646
Aug	54,330
Sep	131,931
Oct	66,328
Nov	17,468

Dec	25,057
Total	934,604

- 10.3 Police Forces in the UK were provided with an additional Home Office ring-fenced grant as an incentive towards speedy recruitment towards the Year 1 National Uplift. The CoLP ring-fenced grant allocation for 2020/21 was £1.2m.
- 10.4 Whilst recruitment towards the 20,000 national officer uplift remains a top priority for the Government, forces were encouraged to continue using the ring-fenced grant for this purpose. However, a degree of flexibility has been allowed to claim 50% of this allocation towards losses incurred due to COVID-19 disruption up to the end of September 2020. CoLP has claimed £0.3m against COVID-19 related expenditure of £0.9m to date.

11 Use of Reserves

- 11.1 The Police reserves position is summarised in Table 11 below

Table 11

	Opening Balance £'m	Projected Spend £'m	Projected Closing Balance £'m
Earmarked Reserve	(0.2)	0.2	0.0
POCA	(1.4)	0.5	(0.9)
Action Fraud	(2.7)	2.7	0.0
Transformational Funding	(0.1)	0.1	0.0
Total	(4.4)	3.0	(1.4)

- 11.2 Unusual for a Police Force, CoLP does not currently hold any general reserves as the Corporation of London is in effect acting as a guarantor. These arrangements are under review, and subject to a separate report.
- 11.3 The Proceeds of Crime Act (POCA) reserve relates to the National Asset Recovery Incentivisation Scheme (ARIS), where relevant agencies get back a proportion of what they recover. This is an unusual arrangement requiring the ongoing agreement of the Home Office. Although the use of ARIS allocations is a matter for each agency, there is an expectation that such funds are used to improve performance on asset recovery and to fund local crime fighting priorities for the benefit of the community in the following categories:
- Asset Recovery Work
 - Crime Reduction projects
 - Community Projects
 - Miscellaneous expenditure
- 11.4 Expenditure is subject to an annual audit, and there is an expectation that all ARIS funds are completely utilised in-year. CoLP's POCA reserve relates to

unspent balances built up over a number of years, over and above the annual £0.5m estimated receipts which is built into the base budget.

- 11.5 The opening balance at the start of the financial year was £1.4m. Expenditure from the POCA reserve is subject to a bidding process via the Strategic Finance Board, where bids are assessed against the categories set out above. The reserve is not utilised for projects that require ongoing revenue funding such as the establishment of new posts or new IT systems which attract ongoing revenue costs. Due to the nature and the audit requirements relating to ARIS funds, the POCA reserve should not be viewed as a general reserve to be used to support the revenue budget. Doing so might compromise future arrangements with the Home Office.
- 11.6 It is anticipated that the Action Fraud Reserve will be fully utilised over the next two years to fund the £4.1m additional costs of the new Fraud and Cyber Crime Reporting project. This is an increase of £0.3m from that previously reported due to the procurement costs, licence fees and system enhancement costs.

11 Risk Management

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

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

Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, currently £1.5m for Officers and £0.09m for staff, however, the build-up of DWL may be subject to unplanned events over the year. Currently no financial implication, however, continues to be reviewed.	No issues to mitigate
Use of agency staff	Reliance on agency staff may increase whilst holding a high level of vacancies	There is a small projected overspend
Further cost pressures for Action Fraud	Under review and close scrutiny, as covered within the body of the report	
Capital Programme progress and potential slippage	The Capital Programme is monitored throughout the year, capital recharges undertaken in a timely manner.	Progress to date has been slow, this report indicates a significant underspend
Events policing	Finance Business Partners work closely with services to ensure chargeable events policing is captured in a timely manner and recharged accordingly.	No issues to mitigate
Vehicle fleet management	A Strategic Fleet Management Group chaired by the Assistant Commissioner is monitoring Financial risk around replacement spend.	No issues to mitigate

Appendix 1

The position for capital schemes in shown below.

	Capital Programme Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Current Year Spend to date	Qt 4	Forecast 2020/21	Future years	Total	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
CoLP Capital Programme 2020 - 2024											
IT Related											
PowerBI self-service data analytics tool	84	0	-	0	0	0	0	0	84	84	0
NHS Custody link	30	0	-	0	0	0	0	0	0	0	(30)
Chronicle system – PIP module	40	0	-	40	0	40	0	40	0	40	(0)
E Discovery tool	300	0	-	0	0	0	15	15	285	300	0
IT Modernisation	5,750	0	-	0	0	0	0	0	5,075	5,075	(675)
Oracle 12.2 platform upgrade	408	0	-	150	60	209	79	289	119	408	0
Custody CCTV Upgrade	176	0	-	0	0	0	113	113	63	176	0
AV Refresh	136	0	-	0	0	0	0	0	136	136	0
GIS Upgrade	150	0	-	0	0	0	0	0	150	150	0
Covert Camera System	155	0	-	0	0	0	0	0	155	155	0
Body Worn Camera	459	0	-	0	2	2	4	6	454	459	0
Equipment											0
Tactical Illuminators	76	0	-	0	0	0	0	0	76	76	0
Positive Lock Baton	68	0	-	0	0	0	0	0	68	68	0
Fleet											0

	Capital Programme Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Current Year Spend to date	Qt 4	Forecast 2020/21	Future years	Total	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Vehicle Fleet Replacement Project	1,000	0	0	0	17	17	64	81	919	1,000	0
Accommodation											0
Essential estate / security upgrades	185	0	-	0	0	0	100	100	85	185	0
Total 2020-24 Capital Programme	9,017	0	0	190	78	268	375	643	7,669	8,312	(705)
Legacy Capital Programme											
Airwaves	1,250	25	0	142	546	688	315	1,003	100	1,129	(121)
Digital Interview Recording System	375	0	0	0	0	0	254	254	121	375	0
HR integrated	425	259	0	16	2	18	98	116	50	426	0
Fleet	1,909	13	0	159	553	712	747	1,459	437	1,909	0
Ring of Steel	2,569	2,219	3	19	21	42	158	200	127	2,546	(23)
Emergency Services Mobile Communications Programme (ESMCP)	1,821	1,431	0	13	7	20	60	80	310	1,821	0
Accommodation - Decant and preparation for Fleet House and other changes to Police Accommodation	13,952	8,252	156	0	1,169	1,325	3,514	4,839	648	13,739	(213)

	Capital Programme Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Current Year Spend to date	Qt 4	Forecast 2020/21	Future years	Total	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
IT Modernisation/Telephony etc.	6,591	2,016	1,046	1,364	550	2,959	2,291	5,250	0	7,266	675
Total Legacy Capital Programme	28,893	14,214	1,205	1,713	2,848	5,766	7,436	13,203	1,794	29,210	317
Total	37,910	14,214	1,205	1,903	2,926	6,034	7,812	13,846	9,463	37,523	(388)

Committee(s) Performance and Resources Committee Police Authority Board	Date(s): 2 nd February 2021 17 th February 2021
Subject: CoLP Revenue Budget 2021/22	Public
Report of: Commissioner of Police Pol 12-21	For Decision
Report author: Cecilie Booth, Chief Finance and Chief Operating Officer	

Summary

This report sets out the Revenue Budget for 2021/22, updating the financial position following the 2021/22 external settlement received in December 2020. The budget for the next four-year capital programme is the subject of a separate report under this agenda.

The Medium Term Financial Plan (MTFP) has been updated during 2020 with joint working between the Police Authority and the Force. A partially updated MTFP was presented to the Police Authority Board in December 2020, with a further update coming to this Committee.

The 2021/22 settlement from the Spending Review included £3.1m for the CoLP element for Year 2 of the national uplift (41), which is partly incorporated in the Core Grant and partly ringfenced to match recruitment. There was also an increase in the Council Tax Precept Grant of £1.1m, assumed to match the maximum Council Tax Precept flexibility applicable to all other police forces, to increase the precept by up to £15 for a Band D property.

In addition, separate funding will be allocated for 32 posts for Serious & Organised Crime (SOC); 2 for CoLP and 30 for National Lead Force (NLF) to staff regional capability.

The December MTFP report, pre-settlement, indicated a deficit of £2.4m. The combination of a better than anticipated settlement and the public sector pay freeze reduces the deficit to £0.5m. However, additional cost pressures and additional savings requirements has increased the budget deficit to £5.6m, as set out below.

Background and Current Position

To achieve a balanced budget for 2020/21, savings of £5.7m were required, £1.6m from pay and £4.1m non-pay. 16 civilian staff posts were removed from the structure, and all the required savings have been successfully delivered. £3.5m savings are

recurring, i.e. permanently removed from the base budget, £2.1m were non-recurring, i.e. one-off savings. The non-recurring savings include NEP (£1.3m) and accommodation savings (£0.8m). Savings from closure of Wood Street police station are off-set against running costs for New Street, which are new costs for 2021/22. The non-recurring savings have been added to the budget deficit for 2021/22.

The budget deficit for 2021/22 has been calculated as follows:

	£'m
MTFP Budget deficit (post settlement)	0.5
Non-recurring savings from 2021/22	2.1
Additional Transform savings	0.7
Additional 12% savings requirement	2.3
Total budget deficit for 2021/22	5.6

The additional £2.3m savings relate to the 12% reduction required across the City of London Corporation; for the police this is linked to an anticipated reduction in collection of Business Rates Premium (BRP). Work is currently in progress to provide greater transparency around the collection and potential shortfall in BRP.

A new savings tracker has been drafted for 2021/22, and the areas identified include:

	£'m
NEP*	1.3
Reduced pay costs	0.6
Procurement	0.2
Supplies and Services	0.3
Seized assets	0.2
Corporate Plan Income	0.2
Funded Units	0.2
Agency Staff	0.3
Unallocated savings	2.3
Total	5.6

* National Enabling Programme (NEP): MintTulip consultants estimate IT revenue savings and will deliver a reduction in staffing costs through collaborated service delivery and automated processes.

Details of the additional unallocated £2.3m (12% relating to BPR collection) have not yet been identified, it is subject to review which is chaired by the Assistant Commissioner.

It should be noted that there is limited scope to continue to reduce the core funded non-contractual element of the non-pay budget, therefore there will have to be a reduction in either civilian staff or police officers. To fund a 12% reduction in funding from BRP, it is expected that 40 posts (officers and staff) will be either removed from the establishment or held vacant on a longer term basis. This is in addition to the

existing vacancy factor of 40, which is already incorporated in the budget to provide an affordable workforce.

It should also be noted that the CoLP pays the City of London Corporation (CoLC) £11m in recharges and for IT services. Although there has been a £0.3m reduction in recharge costs, a 12% reduction from CoLC would provide CoLP with savings of £1.3m towards the requirements. At this stage, no account has been taken of any reduction in these service costs.

A full deep dive review has been undertaken of all police budget areas, both pay and non-pay. Additional funding allocated for the local and national uplift programmes provided non-pay funding, and this funding has been utilised to increase oncosts such as the uniform budget, ATOC (officer travel scheme), IT and overtime.

A Full Cost Recovery model has been introduced, which has been applied to funded units and commercial / non-core activity wherever possible. This approach has provided an improved financial position in a number of areas, and a more sustainable budget going forward.

Recommendation(s)

It is recommended that:

Members note the report and approve the 2021/22 Revenue Budget.

Main Report

1. The starting point for the 2021/22 revenue budget is based on comparable activity and resourcing levels to the 2020/21 budget and Year 2 Uplift of 41 Officers.
2. The agreed CoLP establishment for 2021/22, including the national uplift:

Type	Officer	Staff	Grand Total
20/21 Original Establishment	844	504	1,348
44 Year 1 Uplift	44	-	44
41 Year 2 Uplift	41	-	41
Grand Total	929	504	1,433

3. In addition to the establishment posts, there are also a number of additional “non-establishment” post. Non-establishment posts are temporary posts that are either externally funded on a short-term basis, secondments, temporary cover for vacant posts (non-agency) and apprentices. The number of non-establishment posts vary between 50 and 100 throughout the year.
4. The CoLP share of the 2021/22 Year 2 National uplift is 41 Officers.

Revenue Budget for 2020/21 and Projected Outturn

5. The Quarter 2 budget monitoring report projected a year end underspend of £5m, this increased slightly to £5.5m in the Q3 report. The actual outturn for the current year may change during the final part of the financial year, The allocation of underspends is subject to further discussion, however, any underspend relating to the 67 local uplift will be allocated to repayment of the Action Fraud loan.

Proposed Revenue Budget for 2021/22

6. The 2021/22 revenue funding and income is summarised in Table 1 below. Further details are provided in Appendix 1 and details of support services and Capital Charges are shown in Appendix 2.

Table 1

	£'000	%
Core grant	70,174	45.05%
Business Rates Premium	16,896	10.85%
Specific Government Grants	51,050	32.77%
Partnership Funding	13,140	8.43%
Fees and charges	3,840	2.47%
Corporation - Contact Centre	680	0.44%
Adjustments	(2,630)	
Total Funding and Income	153,150	

7. The items shown in Table 1 above provides the Gross Budget. The Core Grant and the funding from CoLC is held by the Police Authority until the end of the financial year, providing an in-year Net Budget £85.1m, after adjusting for capital financing (£1.2m) and Action Fraud loan repayment (£1.5m) totalling £2.7m. The Chief Officer Cash Limited Budget is £85.1m.
8. Table 2 shows the 2020/21 net revenue budget, projected year end outturn, variances and the 2021/22 budget. Underspends / positive variances are shown in brackets:
9. The pay budget build has been based on the full establishment shown above, before any savings are applied;

	Officer £'m	Staff £'m	Total £'m
Gross pay build	64.8	27.3	92.1
Pay freeze savings	(0.6)	(0.3)	(0.9)
Probationer saving	(1.6)	0.0	(1.6)
Vac Factor	(1.7)	(0.7)	(2.4)
Net Budget	60.9	26.3	87.2
Add allowance	0.6	0.0	0.6
Pay budget excl Year 2 Uplift	61.5	26.3	87.8
Year 2 uplift	2.0	0.0	2.0
Final 21/22 Budget	63.5	26.3	89.9

Table 2

	20/21 Budget	20/21 Projected Outturn	20/21 Projected Variance	21/22 Budget
	£m	£m	£m	
Pay				
Officers – net	60.6	57.8	(2.8)	63.5
Staff – net	26.0	25.4	(0.6)	26.3
Overtime	2.2	1.8	(0.3)	2.2
Agency	1.6	1.2	(0.3)	1.4
Indirect employee costs	2.3	2.4	0.1	2.2
Pensions Contrib.	23.0	23.0	0.0	23.0
Total Pay	115.6	111.7	(3.9)	118.6
Premise Costs	2.6	2.5	(0.1)	2.5
Transport Costs	2.0	2.2	0.2	2.2
Supplies and Services	23.0	23.2	0.2	23.3
Third Party Payment	1.4	1.2	(0.2)	1.5
Recharges from CoLC	3.4	3.4	0.0	3.1
IT - paid to CoLC	7.3	7.3	0.0	7.6
Unallocated Savings	(1.8)	(1.8)	0.0	(5.6)
Non-Pay	37.9	38.1	0.1	34.6
Total Expenditure	153.5	149.8	(3.7)	153.2

10. The officer and staff budgets include the full establishment of 1,433 with a vacancy factor of 40 posts which equates to £2.4m.

11. The premises budget has been adjusted for the closure of Snow Hill and Wood Street (£1.1m), and with the addition of New Street (£1m).

12. A breakdown of the £23.3m Supplies and Services budget is shown in Appendix 3.

13. Members have requested clarification around the split between National Lead Force and Local Policing. Further work is required to provide this, which will be incorporated in future reports.

14. As shown in Table 2 above, the pay budget increased from £115.6m in 2020/21 to £118.6.8m in 2021/22. The main reasons for this are:

- Pay progression (No pay award)

- Vacancy factor of £2.4m across the workforce, which equates to approximately 40 vacancies.
- Inclusion of Year 2 National uplift of 41 officers.

Table 3 below provides a breakdown on non-pay expenditure, further details are shown in Appendix 3:

Table 3

	20/21 Budget	20/21 Projected Outturn	20/21 Projected Variance	21/22 Draft budget
Premise Costs – running costs for Bishopsgate and Wood Street in 2020/21 and Bishopsgate and New Street for 2021/22	2.6	2.5	(0.1)	2.5
Transport Costs – fleet repairs and maintenance, hire cars and ATOC	2.0	2.2	0.2	2.2
Supplies and Services	23.0	23.2	0.2	23.3
Recharges to CoLC – IT, Procurement, Finance, Payroll, Internal Audit, Legal, City Surveyors	12.2	12.0	(0.2)	12.2
Unallocated Savings – as set out in the summary above.	(1.8)	(1.8)	0.0	(5.6)
Non-Pay	37.9	38.1	0.2	34.6

15. Members have previously agreed some of the 2020/21 underspend will be utilised for Action Fraud. We are anticipating costs relating to Action Fraud in meeting contractual obligations (procurement, licence fees and exit/transition) in the region of £3.8m at this stage. There is an expectation that a separate Home Office grant will meet part of the service improvement costs, however, there is no certainty at this stage that this will be the case. The IBM contract is due to expire in February 2022 and it is anticipated that this will generate an additional revenue pressure for the latter part of the 2021/22 budget. It is anticipated that the Home Office may provide some capital funding for the Next Generation, but a significant revenue pressure is projected for 2022/23 financial year, subject to funding decisions.

Income

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

Table 4 - 2021/22 Income and Funding Streams

£'m		£'m		
Core grant and Business Rates		85.05		
<i>of which;</i>				
Home Office	70.17			
Business Rates	16.90			
Premium Corporation - Contact Centre	0.68			
Total Funding	87.75			
Less				
Capital priorities Financing	(0.75)			
AF loan repayment	(1.50)			
ULEZ loan repayment	(0.38)			
	85.12			
Government Grant		51.1	Responsible lead	
Pension Grants	23.00			LT
NFIB	10.79			SA
Tactical Firearms Group	5.12			GF
Economic Crime Capability	2.91			AN
NLF	2.30			PS
NCSP ECVCU	2.24			JVP
National Cyber Security Programme	1.22			JVP
National Cyber Security Programme - out of hours	1.02			JVP
Project Servator	0.74			GF
NCSP - Protect	0.61			JVP
Marine Support	0.37			GF
OACU - Overseas Anti-Corruption Unit	0.07			NC
Other	0.66			MISC
Partnerships		13.1	Responsible lead	
UK payments administration LTD	2.69			GR
TFL Recharge	2.20			KT
Association of British Insurers	4.31			TH
Intellectual Property Office	2.05			NC
Tactical Firearms Group	0.30			GF
Police Secondments	0.30			MC
Lloyds	0.41			AB
Cyber Griffin	0.70			CM
Tower Bridge	0.10			AM
Fees and charges		3.8	Responsible lead	
ECD - Economic Crime Academy	0.9			GW
Bank of England Policing	1.0			GF

POCA	0.6	AB
Information Management	0.1	GBH
International Training and Development Team	0.4	TR
Criminal Justice Unit	0.3	DF
Tactical Firearms Group Training	0.2	GF
Other	0.3	MISC

Note: £23m Police Pension grant relates to the contribution to the Officers pension scheme which is fully funded by Home Office grant.

17. CoLP will become the National Cyber lead force from April 2020/21. Funding is paid via a grant which is not incorporated in the CoLP base budget and will be kept separate. This amounts to approximately £17.5m Home Office grant and 10.6 FTE. This will be managed separately to CoLP's budget.

Emerging Risks

18. There are significant additional risks to the remaining budgets. There is an expectation that the CT Grant, which will be finalised in March 2021 (£7m) may be reduced by as much as 25%, and the TfL (£2m) grant for roadside policing is also at risk due to the overall financial position for TfL. TfL have informed us that the current level of grant will be rolled forward to 2021/22 at a flat rate, however, it is not yet known if the TfL will have sufficient funding available due to the reduction in public transport during Covid19.
19. It is also anticipated that CoLP may incur £2.2m procurement costs in relation to Action Fraud the Next Generation. Some funding may be available from the Home Office, however, the extent of any potential funding is not yet known.
20. Following a court ruling on reforms to public sector pensions, known as the McCloud case, there is a risk that some retired police officers may have been discriminated against and due compensation. At present the extent of this is uncertain and there is no guarantee that the Home Office will fund the payments. Individually and collectively, these risks could increase the pressures on the Police budget.

Workforce planning

21. Robust workforce planning is an essential tool to ensure good financial management is in place. The 2021/22 budget is based on a detailed and comprehensive workforce plan, which is subject to regular scrutiny by the Commissioner and the Police Authority. The workforce plan includes the projection of starters and leavers throughout the year and the planned probationer intakes for the year.

22. Table 5 below shows the number of Police Officers that are eligible for retirement in the next 5 years:

Table 5

Retirement Year	Number of Police Officers Eligible for retirement
Before 31 March 2020	19
1 April 2020 – 31 March 2021	14
1 April 2021 – 31 March 2022	12
1 April 2022 – 31 March 2023	30
1 April 2023 – 31 March 2024	40
1 April 2024 – 31 March 2025	21
TOTAL	136

23. Table 6 below illustrates the patterns of police officers leaving the Force over the last seven years; on average 5.25 leavers per month. In the current environment it is difficult to project a similar pattern going forward, and it is anticipated that fewer officers and staff will leave purely for career advancement. However, the number of retirements should be fairly accurate.

Table 6



24. We are expecting to recruit 32 probationer in 2021/22, which will help to further reduce the average cost of a police officer.

25. Table 7 below show the Police Staff leavers over the past seven years, on average 5 leavers per month. As illustrated, there is no particular pattern to officers and staff leaving the Force, however, recruitment to vacancies will be tailored to meeting the savings required to operate within the budget envelope.

The vacancy factor has been increased from 28 to 40, which is considered appropriate in light of the additional 113 posts added to the workforce.

Table 7



Transform

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

The following high-level benefits were agreed:

- Improved effectiveness
- Improved efficiency
- Improved legitimacy

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

28. The financial implications (savings) identified through the Transform Programme will continue to be incorporated in the 2021/22 Savings Tracker (totalling £6.4m). A working party remains in place to oversee and monitor the Savings Tracker, and regular updates will be presented to Members via the quarterly budget monitoring reports.

29. The areas identified for the 2021/22 savings tracker include:

- Reduced average pay costs
- Procurement
- Transport
- Seized assets
- Corporate Plan income
- Increased contributions from funded units
- NEP

Reserves

30. There are currently no Police General Reserves, however, the position is under review.

31. It is anticipated that a small POCA reserve will remain in place at the end of the 2020/21 financial year.

Appendices

Appendix 1- Net Revenue Budgets 2020/21 to 2021/22

Appendix 2-Support Services and Capital Charges

Appendix 3-Supplies and Services Analysis

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Chief Finance and Operating Officer

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Net Revenue Budgets 2020/21 to 2021/22

	20/21 Budget	20/21 Q2 Projected Outturn	20/21 Q2 Projected Variance	21/22 Draft Budget
	£m	£m	£m	
Pay				
Officers – net	60.6	57.8	(2.8)	63.5
Staff – net	26.0	25.4	(0.6)	26.3
Overtime	2.2	1.8	(0.3)	2.2
Agency	1.6	1.2	(0.3)	1.4
Indirect employee costs	2.3	2.4	0.1	2.2
Pensions Contrib.	23.0	23.0	0.0	23.0
Total Pay	115.6	111.7	(3.9)	118.6
Premise Costs	2.6	2.5	(0.1)	2.5
Transport Costs	2.0	2.2	0.2	2.2
Supplies and Services	23.0	23.2	0.2	23.3
Third Party Payment	1.4	1.2	(0.2)	1.5
Recharges from CoLC	3.4	3.4	0.0	3.1
IT - paid to CoLC	7.3	7.3	0.0	7.6
Unallocated Savings	(1.8)	(1.8)	0.0	(5.6)
Non-Pay	37.9	38.1	0.1	34.6
Total Expenditure	153.5	149.8	(3.7)	153.2
Income				
Specific Grant	(51.5)	(53.3)	(1.8)	(51.1)
Partnership	(13.0)	(12.9)	0.1	(13.1)
Fees & Charges	(4.1)	(3.7)	0.4	(3.8)
Total Income	(68.6)	(69.9)	(1.3)	(68.0)
Funding	(84.9)	(84.9)	0.0	(85.1)
Underlying Deficit	(0.0)	(5.0)	(5.0)	0.0

Support Services and Capital Charges

Support Services & Capital Charges from/to Police Committee	Original Budget 2020/21 £'000	Draft Budget 2021/22 £'000	Note Ref
Support Services and Capital Charges			
City Surveyor's Employee Recharge	135	125	
Insurance	401	409	
IT Recharges – Chamberlain	357	279	
Capital Charges	5,655	5,655	
Capital Contrs	(5,590)	(5,590)	
Notional capital charges	0	0	
Admin Buildings	1,387	1,245	(i)
Support Services	1,201	1,138	(ii)
Total	3,546	3,261	
Recharges Within Fund			
Licence fees – Port Health & Environmental Services Committee	18	18	
Total	18	18	
Recharges Across Funds			
Heating Recharge - Finance - Guildhall Admin	90	90	
Policing the Bridges	(242)	(305)	
Remembrancer's Recharge - Policy & Resources - City's Cash	22	28	
Total	(130)	(187)	
TOTAL POLICE COMMITTEE	3,434	3,092	

Notes:

- (i) Share of Guildhall premises costs based on floor area. Variations reflect the phasing of the cyclical works programme
- (ii) Support Services covers charges from the Chamberlains, Comptroller and City Solicitor, Town Clerk and City Surveyor's departments

Appendix 3

Supplies and Services analysis

Supplies and Services	20/21 Latest Budget	20/21 Forecast	20/21 Proj Variance	21/22 Draft budget
	£m	£m	£m	£m
Action Fraud	6.7	6.6	(0.1)	6.8
NCSP expenditure	2.0	2.0	0.0	1.2
Economic Crime Capability	2.2	2.1	(0.1)	2.2
Professional Fees	5.3	5.7	0.5	7.0
Equipment	2.2	2.1	(0.1)	2.1
Computer Licences	0.5	0.5	0.1	0.5
Legal Fees/Costs	0.5	0.5	0.0	0.3
Uniforms/Clothing	0.4	0.4	0.0	0.4
Subsistence	0.3	0.2	(0.1)	0.3
Medical Fees	0.3	0.3	0.0	0.3
Internet/Web	0.2	0.2	0.0	0.2
Catering	0.2	0.2	0.0	0.2
Consultants Fees	0.2	0.2	(0.0)	0.2
Management Fees	0.2	0.2	0.0	0.1
Security	0.2	0.3	0.2	0.0
Mobile Phones	0.2	0.1	(0.0)	0.2
Misc	1.6	1.5	(0.1)	1.3
	23.0	23.2	0.2	23.3

Committee(s) Performance and Resources Committee Police Authority Board	Date(s): 2 nd February 2021 17 th February 2021
Subject: New Police Capital Bids 2021-2025	Public
Report of: Commissioner of Police Pol 13-21	For Decision
Report author: Cecilie Booth, Chief Finance and Chief Operating Officer	

Summary

The 2021/22 draft budget was presented to Police Authority Board on 16 December 2020. This report seeks approval for the new Capital Bids before submission to the Resources Allocation Sub Committee (RASC) for final approval.

In December 2019, RASC approved the funding mechanism for the CoLP Capital Programme, subject to the schemes funded through loans fulfilling the prioritisation criteria applied to central funds. This report sets out a summary of the CoLP Capital Programme 2021-25, with the appendix showing how the projects are linked to the Corporation of London's (COL) Corporate Plan Ambition to:

- Contribute to a flourishing society - People are safe and feel safe, and in line with the prioritisation criteria set out below.

The Policy and Resources Committee have established the following criteria against which capital projects will be assessed:

- i. Must be an essential scheme - Health and Safety Compliance, or Statutory Compliance, or Fully/substantially reimbursable, or Major Renewal of Income Generating Asset, or Spend to Save with a payback period within 5 years.
- ii. Must address a risk on the Corporate Risk register; or the following items that would otherwise be escalated to the corporate risk register:
 - a. Replacement of critical end of life components for core services;
 - b. Schemes required to deliver high priority policies; and
 - c. Schemes with a high reputational impact
- iii. Must have a sound business case (clearly demonstrating the negative impact of the scheme not going ahead, i.e., penalty costs or loss of income, where these are material.

CoLP Capital Bids are funded through an internal loan arrangement between COL and CoLP, with the details of this arrangement agreed with the Chamberlain's Department.

Recommendation(s)

That Members:

- 1) Note this report and
- 2) Agree that the case for prioritisation as set out in Appendix 1 meet the required criteria to qualify for the 2020/21 'in principle' internal loan agreement from the City Fund
- 3) Formally approve the new CoLP Capital Bids

Main Report

Background

1. CoLP have developed a Capital Strategy to support the achievement of key priorities and ambitions for policing in the City. The proposed new Capital Bids have been developed within this strategy to ensure that the decision making and prioritisation are robust; the programme is affordable and deliverable, and maximises the use of the Force's assets.
2. The Capital Bids have been developed through outline and detailed business cases. To ensure that capital expenditure is aligned to key priorities and ambitions, business cases are robustly reviewed and challenged by the CoLP's Capital Programme Group and then the Strategic Finance Board, before being presented to members for approval.
3. Since the 2020/21 financial year, the CoLP Capital Programme (excluding Secure City and the Accommodation Programme) is funded from a loan arrangement between COL and CoLP, with an annual borrowing cap of £5m. This arrangement allows CoLP to plan ahead in line with the Medium-Term Financial Plan and implement a robust and sustainable capital funding arrangement.

Summary of Capital Bids

4. The proposed new 4 year Capital Bids totals £8.9m across the four years, with £4.9m proposed in 2021/22. A summary is shown in Table 1 below and the detailed list of Capital bids can be found in Appendix 1. The budget approved by RASC in July 2020 for 2020/21 is shown for comparative purposes.

Table 1 - Summary of Capital Bids 2021 to 2025

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
IT	3,735	3,890	2,405	70	0	6,365
Fleet	250	706	945	250	250	2,151
Accommodation	100	350	50	10	0	410
Equipment	144	0	0	0	0	0
Total	4,229	4,946	3,400	330	250	8,926

5. As shown in Table 1 above, the three key elements of the Capital Budget are IT, Fleet and Accommodation. All individual schemes or items have been assessed against CoLP's Corporate Plan and Corporate ambitions, key police priorities and national programmes, as well as COL's capital prioritisation criteria.
6. The continuation of the IT modernisation programme is a key area for capital investment. COVID 19 has highlighted that significant improvements are required in the IT provision for Police. Significant investment is required to achieve the efficiencies identified in the National Enabling Programme and other national mandatory police programmes.
7. The fleet replacement programme has a £1.8m loan facility set aside in the Corporation Capital Programme for ensuring CoLP vehicles are ULEZ compliant. It does not allow CoLP to replace any vehicles because of age, use or damage if they are already ULEZ compliant. This budget enables ULEZ compliant vehicles to be replaced on a rolling programme.
8. The Home Office is leading a pan departmental, cross government programme to deliver the new Emergency Services Network (ESN) critical communications system. This will replace the current Airwave service used by the emergency services in Great Britain. Customers for the ESN include the police, fire & rescue, and ambulance services, as well as a range of other users stretching from local authorities and utility services to first responders like inshore rescue. The Force is dependent on the requirements of the Home Office to be able to deliver this project. At present the Home Office is reviewing the programme's requirements and timeline. Therefore, a reliable budget cannot be set for this programme, leading to the total capital budget for future years to be substantially less than the £5m limit.
9. Appendix 1 (Non Public) provides further information on the need for the project and includes an assessment of how each project fits into the Policy and Resources criteria. Many of these projects have ongoing revenue implications which CoLP will have to fund from existing resources. Therefore, the decision to include projects in the Capital Programme has not been taken lightly, and due consideration has been made of the need to build these costs into future years' revenue budgets.

Funding of Capital Bids

10. Until 2019/20, capital expenditure by CoLP formed a part of the Corporation's capital programme and was funded through it. From 2020/21, new

arrangements for funding the Capital Budget were introduced. Capital expenditure (excluding Secure City and the Accommodation Programme) will be funded from two sources. The first to be applied is the ring-fenced capital element within the Home Office Grant, which totals £0.1m. The second, and most significant source of funding is the loan arrangement between CoL and CoLP, with an annual borrowing cap of £5m. The revenue budget makes provision for the repayment of these loans and interest payable.

11. Funding for the capital in 2021/22 is shown in Table 2 below, with indicative funding provided for future years.

Table 9 - Funding of the Capital Bids 2021 to 2025

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Home Office Grant	100	100	100	100	400
Borrowing	4,846	3,300	230	150	8,526
Total	4,946	3,400	330	250	8,926

Next Steps

12. Following approval of the capital bids by this Committee, it will progress to the Resources Allocation Sub Committee.

Appendix

Appendix 1- Detailed Capital bids (Non Public)

Cecilie Booth

Chief Finance and Operating Officer

E: Cecilie.Booth@cityoflondon.pnn.police.uk

Committee(s): Police Performance and Resource Management Committee	Date(s): 2 nd February 2021
Subject: Policing Plan 2020-23- Performance against measures for end Q3for the year 2020-21	Public
Report of: Commissioner of Police Pol 08-21	For Information
Report author: Strategic Development for AC Sutherland	




Summary

This report summarises performance against the measures in the Policing Plan 2020-2023 for the year 2020-21, and the Q3 period 1st October 2020 to 31st December 2020.









Members were involved in developing the new 3-year Policing Plan for 2020-23 including policing plan priorities and new measures. These were developed at a workshop in late 2019 in consultation with Members and officers. A review of the current Policing Plan is taking place at present with a number of Member workshops taking place in late January 2021. The Plan for 2020-21 priorities and their current assessment for Q3 is shown below.

The Community Survey took place during September 2020 online, there were 580 responses and the results have been analysed and inform this update where measures relied upon the survey results. It should be noted that in a number of areas, it is mainly due to the adverse impacts of Covid-19 restrictions and reduced footfall in the City of London that the measures are assessed as shown.

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

PRIORITY: COUNTER TERRORISM: Q2 Assessed as REQUIRES ACTION Q3 Assessed as CLOSE MONITORING 					
MEASURE	1 st Quarter 2020-21	2 nd Quarter 2020-21	3 rd Quarter 2020-21	4 th Quarter 2020-21	TREND
Measure 1- An increased percentage of people who are surveyed who feel the City of London Police are prepared to respond to a terrorist attack:	REPORTED ANNUALLY as part of Community Survey	REPORTED ANNUALLY as part of Community Survey	SATISFACTORY		
Measure 2- An increased percentage of Project Servator stops	SATISFACTORY	REQUIRES ACTION	CLOSE MONITORING		

that result in a positive outcome: -					
Measure 3- An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police	REQUIRES ACTION	REQUIRES ACTION	REQUIRES ACTION		➡
PRIORITY: FRAUD: Q2 Assessed as CLOSE MONITORING Q3 Assessed as SATISFACTORY					⬆
Measure 1- Resources are targeted at the highest harm threats	SATISFACTORY	SATISFACTORY	SATISFACTORY		➡
Measure 2- An increased number of Fraud disruptions	CLOSE MONITORING	REQUIRES ACTION	CLOSE MONITORING		⬆
Measure 3- A reduction in the number of repeat victims of Fraud	REPORTING PROCESS STILL IN DEVELOPMENT	SATISFACTORY	SATISFACTORY		➡
Measure 4- An increased level of satisfaction and confidence with the force's response to victims of fraud	SATISFACTORY	SATISFACTORY	SATISFACTORY		➡
PRIORITY: Violent and Acquisitive Crime: Q2 Assessed as SATISFACTORY Q3 Assessed as SATISFACTORY					➡
Measure 1- A reduction in number of victim-based violent crimes.	SATISFACTORY	SATISFACTORY	SATISFACTORY		➡
Measure 2- A reduction in number of victim-based acquisitive crimes	SATISFACTORY	SATISFACTORY	SATISFACTORY		➡
Measure 3- A reduction in the re-offending rate of people committing violent and acquisitive crime	SATISFACTORY	SATISFACTORY	SATISFACTORY		➡
Measure 4- An increase in the percentage of people satisfied that they have received a professional service following reporting a crime	NO DATA Contract for collection starts November 2020	NO DATA Contract for collection starts November 2020	SATISFACTORY		➡
PRIORITY: Serious Organised Crime: Q2 Assessed as CLOSE MONITORING Q3 Assessed as CLOSE MONITORING					➡
Measure 1- An increase in the number of organised crime groups disrupted	REQUIRES ACTION	REQUIRES ACTION	REQUIRES ACTION		➡

Measure 2- A reduction in the percentage of people who are surveyed who consider drugs a problem in the City of London	REPORTED ANNUALLY as part of Community Survey	REPORTED ANNUALLY as part of Community Survey	SATISFACTORY		
Measure 3- a reduction in the number of cyber enabled crimes	SATISFACTORY	SATISFACTORY	SATISFACTORY		
Measure 4- Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children	SATISFACTORY	SATISFACTORY	SATISFACTORY		
PRIORITY: Neighbourhood Policing: Q2 Assessed as CLOSE MONITORING Q3 Assessed as CLOSE MONITORING					
Measure 1- Roads policing - a reduction in the percentage of people who are surveyed who consider road safety issues a priority in the City of London	REPORTED ANNUALLY as part of Community Survey	REPORTED ANNUALLY as part of Community Survey	REQUIRES ACTION		
Measure 2- Antisocial Behaviour- a reduction in the percentage of people who are surveyed who consider ASB a priority in the City of London	REPORTED ANNUALLY as part of Community Survey	REPORTED ANNUALLY as part of Community Survey	REQUIRES ACTION		
Measure 3- The public order measure- an increase in the number of positive outcomes following arrests resulting from public order incidents	REQUIRES ACTION	SATISFACTORY	SATISFACTORY		
Measure 4- The vulnerability measure - an increase in the use of the national vulnerability framework to identify those who are vulnerable so that they receive an appropriate level of service	SATISFACTORY	SATISFACTORY	SATISFACTORY		

Recommendation

Members are asked to: Note the report.

Main Report

Background

1. This report presents Force performance against the measures published in your Police Authority Board's three-year Policing Plan 2020-23 for the year 2020-21, reporting for the performance for Quarter 3 to the end of December 2020. Supporting data is contained within Appendix A.
2. For the Force Performance Management Group (PMG), measures are graded around whether performance is 'Satisfactory', requires 'Close Monitoring' or 'Requires Action'. As requested at the Performance and Resource Management Committee meeting in May 2017 the report to your Committee continues to reflect the grading reported at the Force PMG and the summary table will show the trend from the previous quarter over a rolling 4 quarter period for the New Plan as it progresses.
3. The definitions for Satisfactory, Close Monitoring and Requires action are defined for each measure so that a consistent approach for grading can be undertaken. The assessment criteria for each measure reported as Close Monitoring or Requires Action is found within Appendix A.

Position at end of Q3

4. Members will be aware of the impact that Covid-19 has had on the footfall within the City of London since the end of March, and the impact this has had on Crime levels. As aforementioned this has had an adverse impact on some of the Policing Plan measures as reported to the October and November meeting of this Committee as part of the 1st and 2nd quarter updates. This report provides details on **performance against the Policing Plan measures 2020-21 for Q3.**

PRIORITY: Counter Terrorism: Assessed as Close Monitoring

There are 3 measures within this area

Measures:

1. An increased percentage of people who are surveyed who feel the City of London Police are prepared to respond to a terrorist attack. This measure is reported annually as part of the Community Survey. This concluded on 30th September 2020 and the analysis of the data has set a baseline for this measure at 94% representing this measure being shown as **Satisfactory**.
2. An increased percentage of Project Servator stops that result in a positive outcome: -This measure is now shown as **Close Monitoring**. Although the impact of Covid-19 and reduced footfall/ traffic in the City has reduced Project Servator activity this year so far, the percentage of stops that have a positive outcome is reported as 66% positive outcome rate compared to 67% for last year. This is only a 1% variance. The team has now expanded with new officers joining who undertook their training in August 2020 and are now more confident in applying the Servator suite of tactics. It is therefore expected that the application of the Stop & Search tactics will continue to improve in year

as the teams gain experience. The Force is still above the national average of 35% in positive outcomes when applying Stop & Search as part of Servator tactics.

3. An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police. This measure is reported as **Requires Action**.

Q3 2019/20- 35 reports

Q3 2020-21-20 reports

Again this is due to the decrease in reports as a result of significantly reduced footfall in the City. An improvement in numbers was seen in September but during Q3 since 1st October, there was a further lockdown during November which ended on 2nd December, but within approximately two weeks, on the 19th December London entered a Tier 4 Covid-19 level restrictions and is now in a further lockdown. The Force does not expect this measure to improve until the new performance year as it is likely that until year end the footfall in the City will remain at a very much reduced level.

PRIORITY: Fraud: Assessed as SATISFACTORY

There are four measures within this area.

Measures:

1. Resources are targeted at the highest harm threats:
This measure is reported as **Satisfactory** reflecting that the use of resources for the Directorate remain targeted at the relevant threats.
2. An increased number of fraud disruptions:
This measure is reflected as **Close Monitoring** as there has been no increase in the level of disruptions compared to the level set within 2019/20.
3. A reduction in the number of repeat victims of fraud:
This measure is reflected as **Satisfactory** with a *reduction in the number of repeat victims of fraud*. So far for 2020/21 12,838 repeat victims have been recorded compared to 13,112 for the same period last year, this represents a reduction of 274 victims.
4. An increased level of satisfaction and confidence with the force's response to victims of fraud:
This measure is reported as **Satisfactory** with an increased level of satisfaction and confidence with the force's response to victims of fraud for both on-line and telephone.

2020/21: Online Reporting (April – December)

Current number surveyed: 2457

Number who reported satisfied: 2068

Number who reported dissatisfied: 391

Overall satisfaction rate: 84.2%

2020/21: Telephone Reporting (April – December)

Current number surveyed: 1501

Number who reported satisfied: 1449

Number who reported dissatisfied: 51

Overall satisfaction rate: 96.1%

PRIORITY: Violent & Acquisitive Crime: Assessed as SATISFACTORY

There are four measures in this area.

Measures:

1. A reduction in number of victim-based violent crimes.
This measure is reported as **Satisfactory**. Compared to 2019-20, FYTD there has been a -59% reduction. Rolling 12 months there has been a -43% reduction.
2. A reduction in number of victim-based acquisitive crimes:
This measure is reported as **Satisfactory**. Compared to 2019-20, FYTD there has been a -61% reduction. Rolling 12 months there has been a -47% reduction.
3. A reduction in the re-offending rate of people committing violent and acquisitive crime.
This measure is reported as **Satisfactory** as rate has reduced from the baseline set in 2019/20. Currently the amount of crime committed by repeat offenders is at 6% of all crime. Data from January 2020-December 2020.
4. An increase in the percentage of people satisfied that they have received a professional service following reporting a crime. This measure is assessed as **Satisfactory** as this shows an increase in the victim satisfaction rate from the level set within 2019/20.
The new contract to gather victim satisfaction data went live in October, the results have been received from the survey company which was from people who were victims of crime during August and September. The new service involves contacting victims of crime via text message. They are asked whether they would like to take part in the survey and then asked to provide a response to 4 questions asking about the treatment they received in terms of fairness and respect, the follow up they received, the overall service and whether they would recommend a friend to report a crime if they found themselves a victim. Victims are also offered the opportunity to provide a free text response explaining their answers. Results from this period are:
Treatment 79% satisfied.
Follow up 71% satisfied
Overall Service 64% satisfied
Recommended in future 73% satisfied
However, the Force will of course look to improve on this going forward.

Serious Organised Crime: Assessed as CLOSE MONITORING.

There are four measures within this area,

Measures:

1. An increase in the number of organised crime groups disrupted
This measure is reported as **Requires Action** as it has been impacted by reduced activity owing to Covid-19. Two of the three biggest contributors to disruptions by volume are now closed owing to executive action taken. The other operation focused on organised bag thefts. This has been significantly impacted

all year by the significant reduction of footfall in the City and less people using licensed premises. In Q3 it has been further impacted by the various lockdowns and Tier 4 Covid -19 restrictions meaning there has been little opportunity for offenders to commit offences.

2. A reduction in the percentage of people who are surveyed who consider drugs a problem in the City of London reported on annually as part of the Community Survey. The survey was completed on 30th September 2020 and this measure is shown as **Satisfactory** with the percentage of people considering drugs a problem in the City reducing by 8%.
3. The third measure, a reduction in the number of cyber enabled crimes is reported as **Satisfactory**. Although there has been a slight increase in Cyber crime reports during the quarter (+3) compared to 2019-20. This measure is still assessed as satisfactory as is within the 5% range set.
4. Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children is the fourth measure and is also reported as **Satisfactory** as all referrals to safeguard children have been made within appropriate timescales.

Neighbourhood Policing: Assessed as: CLOSE MONITORING

There are four measures within this area.

Measures:

1. **Roads policing** - a reduction in the percentage of people who are surveyed who consider road safety issues a priority in the City of London.
This measure has been assessed as **Requires Action** as a result of the outcome of the Community Survey which saw a 5% or more increase in the percentage of the public that identify Road Safety as a Force priority within the community survey, compared to the level set within 2019/20.
The survey was only undertaken on line this year owing to Covid-19 safety guidelines, which meant no face to face/ on street surveys could be undertaken.
Online Respondents: 77 ranked road safety as their top priority with 74 respondents placing road safety as their second priority and 59 respondents placing road safety as their third priority. Overall, this placed Road Safety as the 2nd highest concern for the survey. There has therefore been a 14% increase in the percentage of the public that identify Road Safety as a Force priority.
The Force is considering this outcome from the survey at the Force Performance Management Group meeting in late January which is after the date of the deadline for this Board meeting. Updates as to any planned action will follow.
2. **Antisocial behaviour** - a reduction in the percentage of people who are surveyed who consider ASB a priority in the City of London
This measure has been assessed as **Requires Action** as a result of the outcome of the Community Survey which saw a 5% or more increase in the percentage of the public that identify ASB as a Force priority within the community survey compared to the level set within 2019/20.

The survey was only undertaken on line this year owing to Covid-19 safety guidelines as no face to face/ on street surveys could be undertaken.

Online Respondents: 122 respondents marked anti-social behaviour (ASB) as their top priority, with 70 indicating it was their second, and 59 respondents marking anti-social behaviour as their third priority. This ranked ASB as the highest concern for respondents. Overall, there has been a 7% increase in the percentage of the public that identify ASB as a Force priority.

The Force is considering this outcome from the survey at the Force Performance Management Group meeting in late January which is after the date of the deadline for this Board meeting. Updates as to any planned action will follow.

3. **Public Order-** an increase in the number of positive outcomes following arrests resulting from public order incidents is reported as **Satisfactory** for this period as there is an increase in positive outcomes compared to last year. Currently the Force is recording a positive outcome rate of 33% compared to 23% set in the previous year.
4. **Vulnerability-** an increase in the use of the national vulnerability framework to identify those who are vulnerable so that they receive an appropriate level of service is reported as **Satisfactory** as all vulnerable persons have been referred as needs required in Q3.

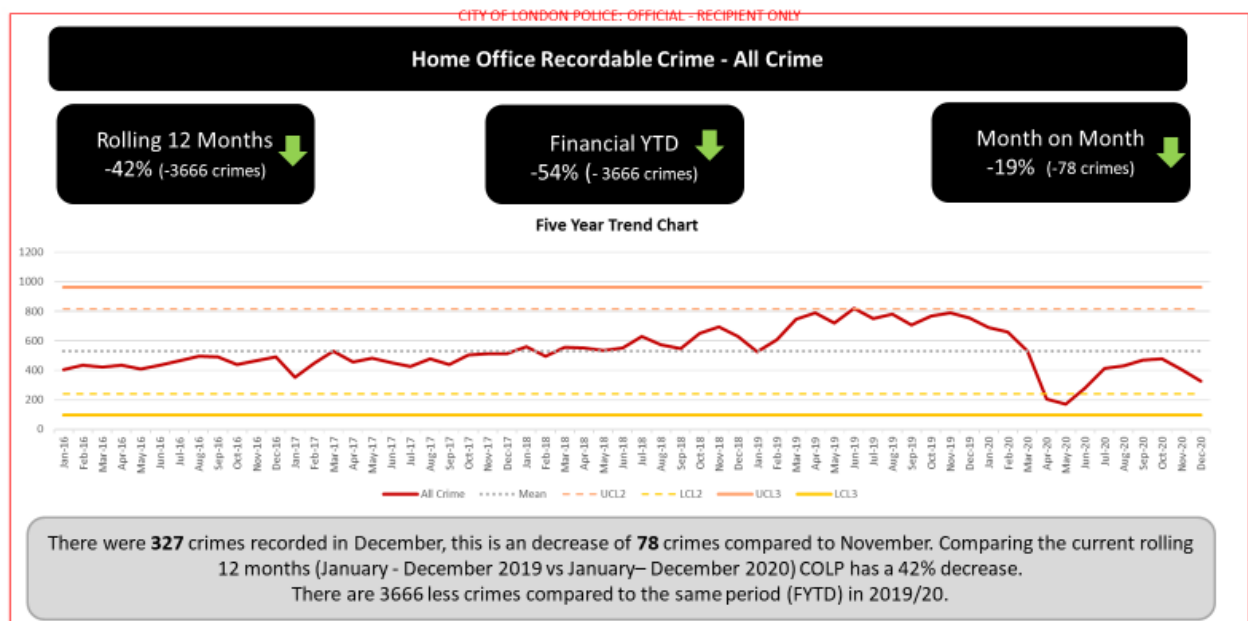
COVID 19 Impact:

5. A number of indicators have been impacted by the Covid-19 Pandemic over the course of this year so far as a result of the impact of the pandemic, rather than any Force Crime Reduction Strategy or activity. A number of indicators are reporting as 'requires action' due to a reduction in city footfall and traffic as a result of Covid-19 Tier restrictions and Lockdowns and subsequent restricted opening hours of businesses and licensed premises, which has meant that the people, opportunities and locations where crimes/ incidents could occur have been extremely limited. Conversely, several other measures are reporting 'satisfactory' due to the overall drop in crime caused by the lockdown and post lockdown restrictions. These indicators are:
 - **An increased percentage of Project Servator stops that result in a positive outcome:** Reported as close monitoring which is an improvement on Q2 but this has been impacted mainly due to decreased footfall and traffic in the City, thereby reducing opportunities for using Servator tactics.
 - **An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police:** Reported as requires action, due to decreased footfall within the City there has been a significant reduction in hostile reconnaissance reports impacting the ability of the Force to achieve this measure.
 - **A reduction in number of victim-based violent crimes:** Reported as satisfactory reflecting the decrease in overall crime in the UK as a result of

Covid-19. This quarter's assessment is mainly due to the continued low footfall, limited opening hours/ closure of licensed premises during Q3.

- **A reduction in number of victim-based acquisitive crimes:** Reported as satisfactory reflecting the decrease in overall crime in the UK as a result of Covid-19. This quarter's assessment is mainly due to the continued low footfall in the City, increased Tier restrictions and lockdowns in Q3.
 - **An increase in the number of organised crime groups disrupted:** Reported as requires action. One of the biggest operations run was targeting OCGs involved in bag thefts from licenced premises. Due to the opening restrictions and lockdowns in Q3 along with the lack of footfall numbers, this type of theft has vastly reduced. Operational activity has also decreased in relation to it as a consequence.
6. Supporting information for all those measures assessed as either 'Close Monitoring' or 'Requires Action' is attached at Appendix A.

All Crime at end of Q3 - 5 Year Trend



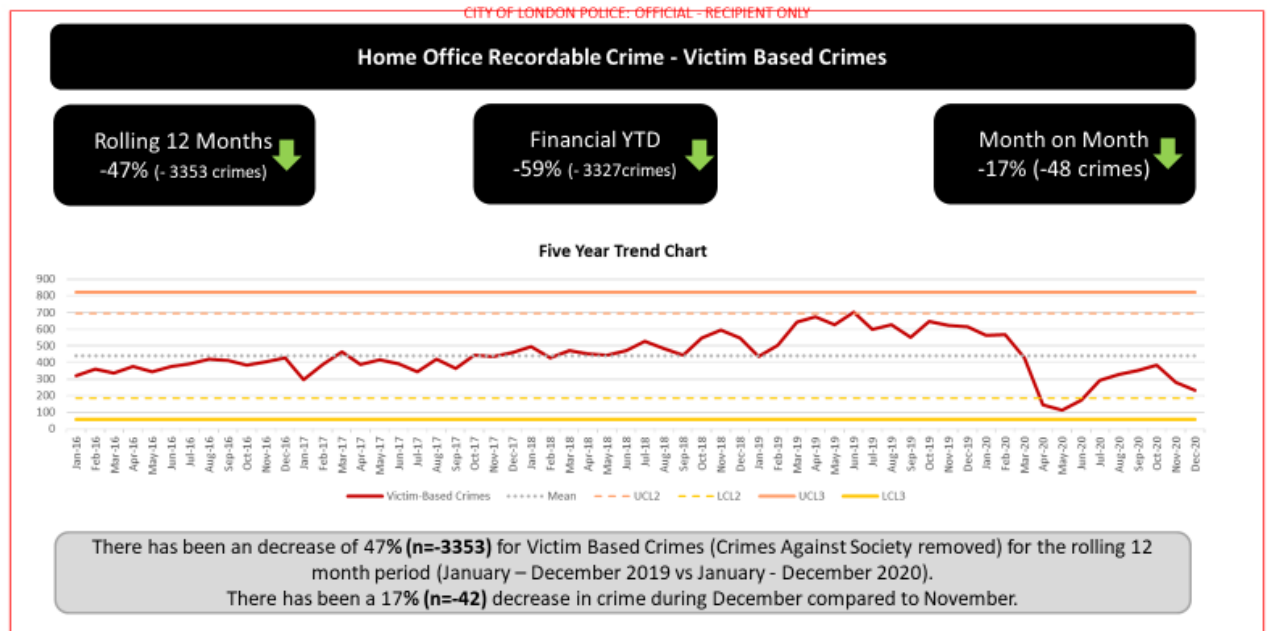
Proud to deliver an exceptional policing service

CITY OF LONDON POLICE: OFFICIAL - RECIPIENT ONLY



3

Victim based Crime end Q2- 5 Year Trend



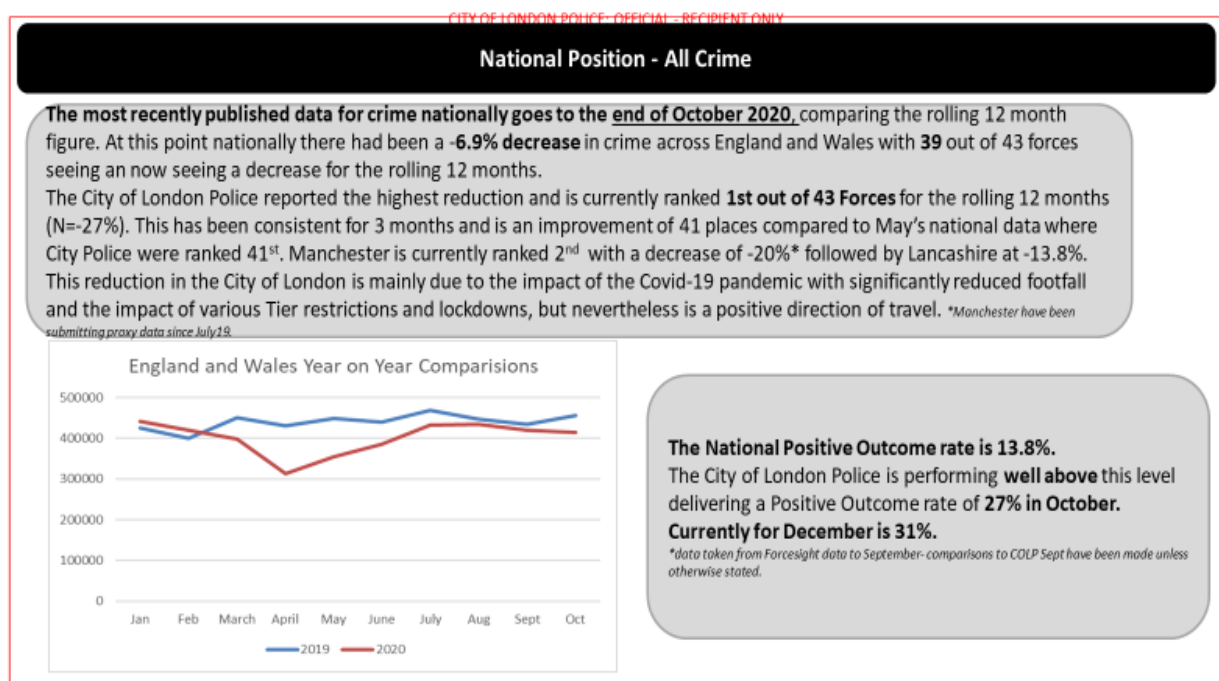
Proud to deliver an exceptional policing service

CITY OF LONDON POLICE: OFFICIAL - RECIPIENT ONLY



4

National position –v- City of London- to end October 2020 (latest data available)



Proud to deliver an exceptional policing service

CITY OF LONDON POLICE: OFFICIAL - RECIPIENT ONLY



5

MPS-v- City of London Police

7. At your November Committee the Chairman asked for an overall crime comparison with the Metropolitan Police Service (MPS). This comes with the health warning that the volumes of crime, crime profile and demographic in the MPS area are very different from that in the City of London and so it is hard to draw any very meaningful comparison. Just by example, for Q3 CoLP had an all crime count of 1,207; the MPS had an all crime count of 1,025,490)

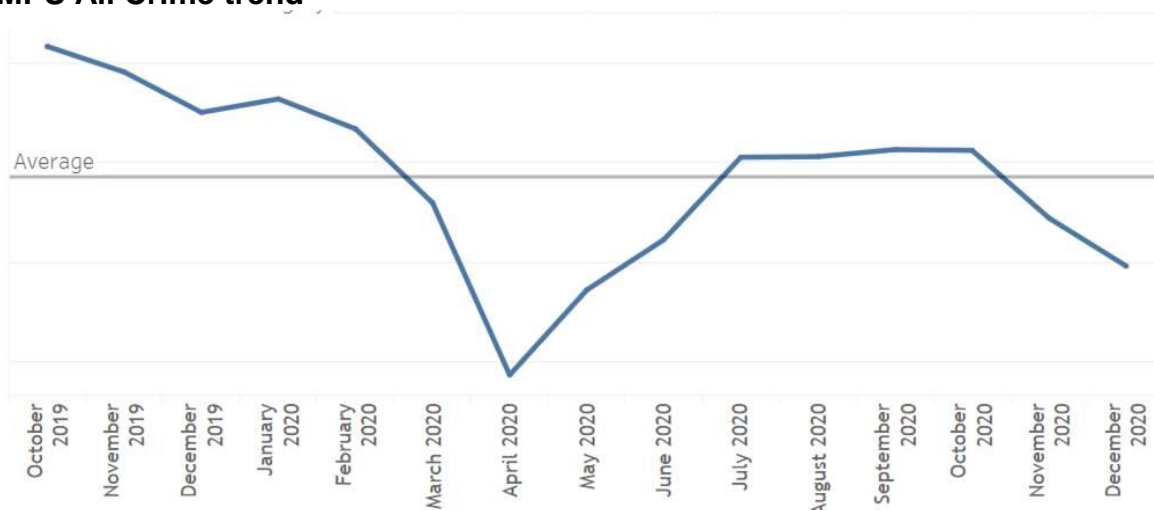
MPS -Rolling 12 months to end December 2020 there was a reduction of 14.23%

City of London – Rolling 12 months to the end December 2020 there was a reduction of 42%

MPS -Month on month-December compared to November 2020- a reduction of 7.46%

City of London -Month on month-December compared to November 2020- a reduction of 19%

MPS All Crime trend¹



Appendices

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

¹Source MPS website: <https://www.met.police.uk/sd/stats-and-data/met/crime-data-dashboard>

Appendix A

PERFROMANCE SUMMARY at end of Q3 of those measures shown as 'Close Monitoring' and 'Requires Action'

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

Assessment Criteria

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

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

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

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PRIORITY: COUNTERING TERRORISM		Assessment	CLOSE MONITORING									
Measure of Success	An increased percentage of Project Servator stops that result in a positive outcome											
AIM/RATIONALE	Project Servator is a suite of tactics employed by the Force to counter terrorist related activity. Part of the success of these tactics is the training of officers to recognise behaviour and target stop and search to individuals exhibiting behavioural traits that draw their attention. The Force aims to improve on the success of the training and deployment of project Servator trained officers and a measure of this success will be the increase in positive outcomes from the stopping and searching of individuals that draw attention to themselves through behavioural profiling.											
Reason for Assessment	SATISFACTORY: An increase in the percentage of positive outcomes from the level achieved in 2019/20. CLOSE MONITORING: The positive outcome level is within 5% of the level achieved in 2019/20. REQUIRES ACTION: Positive outcomes are more than 5% less than the level achieved in 2019/20											
Current Position												
PROJECT SERVATOR STATS 2019/20												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Stop and Search	5	5	4	1	8	4	0	4	16	7	7	5
Positive Stop & Searches	3	4	3	1	7	4	0	3	5	4	6	4
Arrests	3	3	3	4	8	4	1	3	10	4	6	8
Percentage of Stop & Searches that were positive	60%	80%	75%	100%	88%	100%	N/A	75%	31%	57%	86%	80%
PROJECT SERVATOR STATS 2020/21												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Stop and Search	N/A	0	2	23	13	23	6	6	10			
Positive Stop & Searches	N/A	0	2	15	11	12	5	3	7			
Arrests	N/A	0	2	13	8	9	5	1	5			
Percentage of Stop & Searches that were positive	N/A	N/A	100%	65%	85%	52%	83%	50%	70%			

With the implementation of the Covid 19 response during April, Servator deployments in their normal format stopped and officers were being used for the interim sector policing plan. There are therefore no stats for the month of April.

Project Servator resumed as of Monday the 11th of May. As detailed in the report, owing to a significantly reduced footfall and traffic in the City of London due to many businesses advocating and encouraging staff to work at home/ remotely, this has impacted on the opportunities for officers to undertake as many stops as they normally would. Businesses have been following government advice/ legislation due to the initial UK wide lockdown, then Covid tier restrictions, followed by a further 2 national lockdowns.

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

April: 0
May: 104
June: 66
July: 210
August: 219
September: 201
October: 264
November: 395
December: 424

Overall FYTD, out of 1883 resolution conversations officers only felt the grounds to implement a Stop & Search on 83 occasions and of these 55 were positive. Overall, FYTD this is a positive outcome percentage of 66%.

For Q3 there have been 22 Stop and Searches , 15 positive and 11 arrests (For Q3, positive outcome percentage is 68% and arrest rate of 50%).

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

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PRIORITY: COUNTERING TERRORISM		Assessment	REQUIRES ACTION										
Measure of Success	An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police												
AIM/RATIONALE	The Force undertakes Act and ARGUS training with community representatives highlighting the awareness of tactics used by terrorists to gather reconnaissance information before launching an attack, this raises awareness with our communities of the importance of reporting suspect behaviour and generating Op Lightning reports for intelligence analysis. In addition, through patrolling the City our officers observe individuals and groups who may also be acting suspiciously and generate in-Force intelligence submissions. Our aim is to ensure our community and officers remain aware of the threat and report any perceived hostile reconnaissance for Force intelligence analysis. This measure aims to track the effectiveness of our training and interaction with the community in receiving training so that we can be sure our preventative measures are having a positive influence on City safety.												
Reason for Assessment	SATISFACTORY: Level of Op Lightning Reports has increased from the level set in 2019/20. CLOSE MONITORING: Level of Op Lightning Reports is within 10% of level set in 2019/20 and/or there is a reduction in submission of reports from our community. REQUIRES ACTION: There has been a reduction in submission of Op Lightning Report by more than 10% and/or the level of reports submitted by our community is significantly reduced.												
Current Position													
	OP LIGHTNING REPORTS (Hostile Reconnaissance)												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
	Op Lightning Reports 2015-16	11	7	13	10	10	7	19	30	17	9	8	15
	Op Lightning Reports 2016-17	20	6	12	20	17	14	21	9	12	18	11	22
	Op Lightning Reports 2017-18	18	22	35	17	7	20	20	19	11	11	5	3
	Op Lightning Reports 2018-19	11	8	11	11	18	8	7	10	17	6	9	11
	Op Lightning Reports 2019-20	16	8	12	10	4	9	19	4	12	2	10	9
	Op Lightning Reports 2020-21	5	4	3	7	5	8	6	6	8			
	Trend	↓	↓	↓	↑	↓	↑	↓	-	↑			

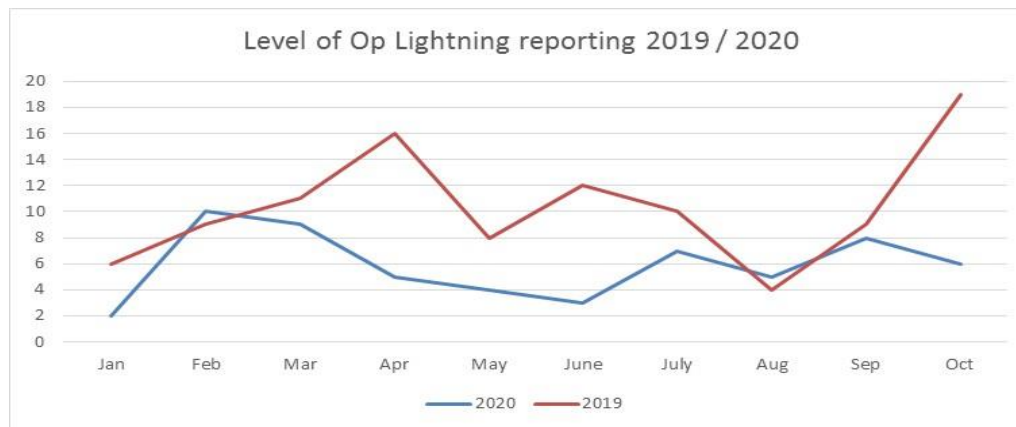
October

6 Op Lightning reports were submitted to CoLP SB during October 2020. This is a decrease from the month of September (x 8 reports) and a decrease when compared to the average October figure for the last five years which stands at 13 reports.

Reporting during October 2020 had been experienced at business premises in Queen Victoria Street and Silk Street and in the general areas of Broadgate Circle, Tower Bridge, Bank Junction and London Bridge. Of the six reports, four had been submitted by ACT trained security personnel and the remaining two from a member of public and a CoLP officer. All incidents had occurred on weekdays, with the earliest incident taking place at 07:00hrs and the latest at 15:06hrs.

With the exception of the incident at Silk Street, which had involved a male taking photos, all other incidents have been fully investigated and deemed non suspicious – enquiries are continuing on the Silk Street reporting. Individuals engaged in photography of a suspicious nature had featured in four reports. The report at Bank Junction involved a male filming the area, and at business premises in Queen Victoria Street, the suspicious behaviour of a group of males was reported after they had entered the location asking for a tour of the building. Two individuals had been fully identified through SB enquiries.

The graph below shows the low levels of reporting experienced during 2020 when compared to 2019. Since the start of the UK lockdown in response to Covid19 (23rd March 2020) there have been 40 Op Lightning reports submitted to CoLP SB – a 50.6% decrease when compared to the same period during 2019.



November

A total of 6 reports were submitted during November, this was on a par with the level of reporting the previous month, but a 50% decrease when compared to the average November total for the last five years.

Of the 6 reports, three had involved individuals taking photographs at business premises (Fleet Street, Lime Street, Stonecutter Street) and one report listed an individual photographing St Pauls Cathedral. One report had listed two different males on two separate occasions entering police premises in New Street asking staff questions regarding the location and the final report detailed a male filming in the vicinity of Bishopsgate Police Station.

Reporting had been highest from ACT trained security personnel (x 3 reports), with two reports being submitted by CoLP officers and the remaining report submitted by a member of CoLP police staff.

December

During December there were 8 Op Lightning reports, this figure is lower than the average December total over the last five years which stands at 13. All but one report during December had been submitted by ACT trained security personnel (the remaining report had been submitted by a CoLP officer).

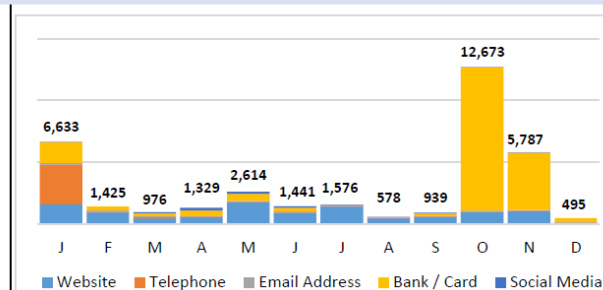
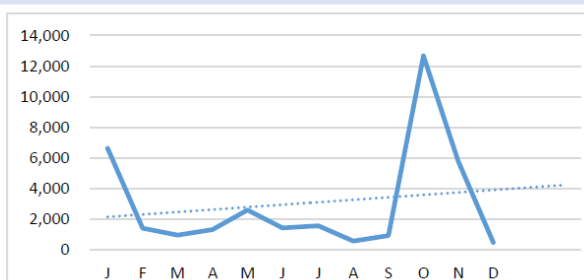
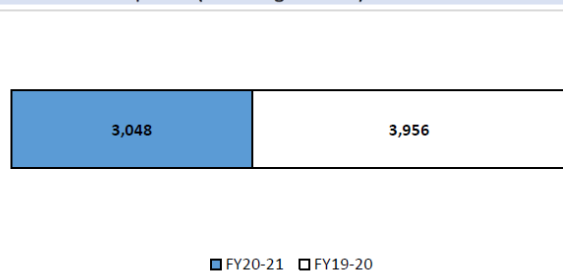
Four reports had concerned suspicious behaviour at Lloyds of London in Lime Street, none of the reports however were linked and all have been investigated and deemed non suspicious. The remaining reports had been around the vicinity of Kind Edward Street and had involved a male taking photos while waiting for someone who was attending St Bart's Hospital, a male trying to attempt entry to the crypt at St Pauls, a male paying attention to police vehicles in New Street and a male and female taking photographs with an imitation firearm in Broadgate (this was passed to CID for further investigation). All four reports have been fully investigated and deemed non suspicious.

The last report in December was submitted on the 18th of the month.

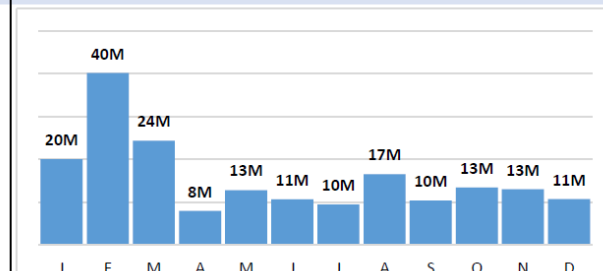
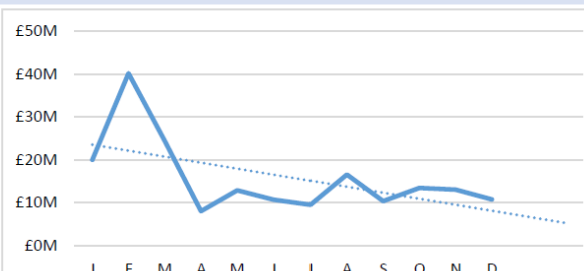
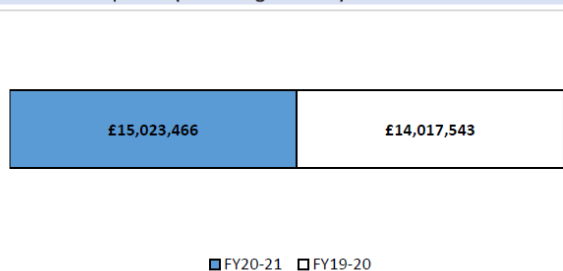
PRIORITY: FRAUD		Assessment	CLOSE MONITORING
Measure of Success	An increased number of fraud disruptions		
AIM/RATIONALE	Disruption the perpetrators of fraud makes it harder for individuals and groups to commit and profit from their crimes. The number of successful disruptions illustrates the effectiveness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

Current Position

Number of Disruptions (including ASHIKO)



Value of Disruptions (excluding ASHIKO)



Disruptions to technological enablers have fallen over the last two years, particularly since February 2020. This is due, in the main to the number of websites disrupted through a dedicated Operation decreasing due to COVID-19 slowing the outputs of Chinese OCGs in terms of counterfeit production and website creation. Proactive operational activity has focused on denial of potential sites to use. Additionally CoLP has been working with Nominet to gather all Zone Files; every domain

registered in the last 12 months. The hosting providers for these domains will be identified and those considered untrustworthy will be further investigated to establish whether the site needs to be suspended for selling counterfeit goods.

It should be noted that the dedicated operation data is reported one month in arrears.

PRIORITY: SERIOUS ORGANISED CRIME		Assessment	REQUIRES ACTION
Measure of Success	An increase in the number of organised crime groups disrupted		
AIM/RATIONALE	Organised Crime groups (OCG's) operate throughout the UK. It is the aim of the Force to disrupt their activities within the City so that the City remains a safe place for people to live, work and visit. Our disruption activities aim to ensure the OCG activity is not tolerated within the City. These disruptions target the financial benefits and ability of groups to pursue criminality within the square mile and ensure that through targeting OCG activity we also seek to reduce overall crime and the risk of crime within the City.		
Reason for Assessment	SATISFACTORY: There is an increase in the number of OCG's disrupted within year compared to the number disrupted in 2019/20. CLOSE MONITORING: There is not increase in the number of OCG's disrupted by Force activity compared to the number disrupted in 2019/20. REQUIRES ACTION: There is a decrease in the number of OCG's disrupted by Force activity compared to the number disrupted in 2019/20.		
Current Position			
Reasons for a reduction in disruption submissions from Q4 FY19/20			
Covid-19 impacted upon policing and priorities changed. Impact upon the progression of investigations.			
Two of the three biggest contributors to disruptions by volume are now closed owing to executive action taken and arrests made.			
The other, which focused on organised bag thefts dropped to 0 or near 0 between Apr-Jun due to closure of pub/bars, increased slightly to 1 or 2 a day during Q2 when licensed premises re opened but footfall was still low in the City, and since October has been severely impacted by the Covid Tier restrictions and lockdown in November/ December. With no imminent plans for the relaxing of the current lockdown, this position is unlikely to change for the rest of the Financial/ Performance Year.			

PRIORITY: NEIGHBOURHOOD POLICING	PRIORITY ACTIVITY: ROADS POLICING: Undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk together with proactively targeting offenders who use the roads to cause danger to other road users.	Assessment	REQUIRES ACTION
Measure of Success	Roads policing - a reduction in the percentage of people who are surveyed who consider road safety issues a priority in the City of London		
AIM/RATIONALE	The Force undertakes an annual survey of its community to identify the main priorities perceived by the public. Road safety is part of the areas of concern. A success in Force activities with our partners will be the perception of the public that the City roads are safe. We will therefore look at the reduction in the percentage of people who perceive road safety as an issue as a success in the tactics and policing activities undertaken by the Force to ensure City roads are safe to use.		
Reason for Assessment	SATISFACTORY: Reduction in the percentage of the public that identify Road Safety as a Force priority compared to the level set in 2019/20 community survey. CLOSE MONITORING: An increase in the percentage of the public that identify Road Safety as a Force priority by up to 5% compared to the level set in the 2019/20 community survey. REQUIRES ACTION: A 5% or more increase in the percentage of the public that identify Road Safety as a Force priority within the community survey compared to the level set within 2019/20.		
Current Position			
<p>The baseline for this measure from the 2019/20 survey is as follows:</p> <p>Street Survey Respondents: 27 ranked it as 1, 24 ranked as 2, 38 ranked as 3 in list of top three priorities from all respondents. This ranked it as the 3rd highest concern for street survey respondents.</p> <p>Online Respondents: 22 ranked it as 1, 18 ranked as 2, 8 ranked as 3 in list of top three priorities from all respondents. This ranked this as the 2nd highest concern from on-line respondents.</p> <p>The 2020 Community Survey was undertaken online only due to the impact COVID 19 would have had on one-to-one street survey responses. As such this measure is compared to only online respondents for 2020/21.</p> <p>Online Respondents: 77 ranked road safety as their top priority with 74 respondents placing road safety as their second priority and 59 respondents placing road safety as their third priority. Overall, this placed Road Safety as the 2nd highest concern for the survey.</p> <p>When compared with the 2019/20 survey a total of 137 respondents ranked this as a top three priority out of a total of 622 responses. This means that 22% of respondents put Roads Policing into the top three priorities for the Force in 2019/20. This year a total of 210 respondents put Road Policing within one of the top three priorities out of 580 responses. This equates to 36% of the respondents considering Roads Policing as a top three priority. Overall, this perception has increased by 14% of respondents within year.</p>			

This increase may be explained with a high proportion ***of residents*** responding to the survey this year compared to previous years and is a perception that the Force will need to address in partnership with the Corporation. This is being discussed at the Force PMG meeting in late January as to any action required and updates will follow in due course.

PRIORITY: NEIGHBOURHOOD POLICING	PRIORITY ACTIVITY: ANTISOCIAL BEHAVIOUR: Engage with community groups and partners to identify and address the ASB concerns of individuals and groups. Together with our partners, make best use of available tools to deal with incidents, including levels of drunkenness and rowdiness.	Assessment	REQUIRES ACTION
Measure of Success	Antisocial behaviour - a reduction in the percentage of people who are surveyed who consider ASB a priority in the City of London		
AIM/RATIONALE	The Force undertakes an annual survey of its community to identify the main priorities perceived by the public. Anti-Social Behaviour is part of the areas of concern. A success in Force activities with our partners will be the perception of the public that the City is safe to live in, work in and visit. We will therefore look at the reduction in the percentage of people who perceive anti-social behaviour as an issue as a success in the tactics and policing activities undertaken by the Force to ensure City is a safe environment to be in.		
Reason for Assessment	SATISFACTORY: Reduction in the percentage of the public that identify Anti-Social Behaviour as a Force priority compared to the level set in 2019/20 community survey. CLOSE MONITORING: An increase in the percentage of the public that identify Anti-Social Behaviour as a Force priority by up to 5% compared to the level set in the 2019/20 community survey. REQUIRES ACTION: A 5% or more increase in the percentage of the public that identify Anti-Social Behaviour as a Force priority within the community survey compared to the level set within 2019/20.		
Current Position			
The baseline for this measure from the 2019/20 survey is as follows: Street Survey Respondents: 69 ranked it as 1, 79 ranked as 2, 57 ranked as 3 in list of top three priorities from all respondents. This ranked it as the highest concern for street survey respondents. Online Respondents: 4 ranked it as 1, 5 ranked as 2, 9 ranked as 3 in list of top three priorities from all respondents. This ranked this as the 7 th highest concern from on-line respondents. The 2020 Community Survey was undertaken online only due to the impact COVID 19 would have had on one-to-one street survey responses. As such this measure is compared to only online respondents for 2020/21. Online Respondents: 122 respondents marked anti-social behaviour as their top priority with 70 indicating it was their second and 59 respondents marking anti-social behaviour as their third priority. This ranked ASB as the highest concern for respondents. When compared with the 2019/20 survey a total of 223 respondents ranked this as a top three priority out of a total of 622 responses. This means that 36% of respondents put ASB into the top three priorities for the Force in 2019/20. This year a total of 251 respondents put ASB within one of the top three priorities out of 580 responses. This equates to 43% of the respondents considered ASB a top three priority. Overall, this perception has increased by 7% of respondents within year.			

This increase may be explained with a high proportion **of residents** responding to the survey this year as opposed to previous years and is a perception that the Force will need to address in partnership with the Corporation.

This is being discussed at the Force PMG meeting in late January as to any action required and updates will follow in due course.

Committee(s): Police Performance and Resource Management Committee	Date(s): 2 nd February 2021
Subject: HMICFRS Inspection Update	Public
Report of: Commissioner of Police Pol xx-21	For Information
Report author: Stuart Phoenix, Head of Strategic Development	

Summary

This report provides Members with an overview of activity undertaken within the last reporting period, since your 9th November 2020 Performance and Resource Management Committee, in response to reports published by HMICFRS. An overview of the inspection programme is detailed in this report and progress against both existing and new recommendations received is provided for Members' information in Appendix A.

Reports published

3 new reports have been published in the last period, 2 with recommendations.

Inspections undertaken since last report

No new inspections have taken place.

Inspections Due

HMICFRS are conducting a spotlight Fraud inspection – this is a revisit inspection to assess progress against recommendations and areas for improvement from their 2019 report.

Reports Due for Publication

No new force level reports are due.

HMICFRS Recommendations Overview

This report details progress against the recommendations from all live inspection action plans, summarised in the table below and detailed fully within Appendix A. There are currently 28 outstanding recommendations.

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

HMICFRS Report title	Number of open recommendations/areas for improvement and status			
	Previous report to your Performance and Resources committee [November 2020]		Current report to your committee	
	National report	Force report	National report	Force report
<u>New Reports</u>				
HMICFRS Publication - Police super-complaint: police data sharing for immigration purposes			4 AMBER	
'Feeling heard': partner agencies working together to make a difference for children with mental ill health			This reports makes no recommendations	
Pre-charge bail and released under investigation: striking a balance			2 AMBER	
<u>Previous Reports</u>				

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

				1 AMBER
Fraud: Time to Choose		1 AMBER		1 AMBER
Report on an unannounced inspection visit to police custody suites – City of London Police		3 AMBER		2 NEW GREEN 1 AMBER
Policing and Mental Health - Picking Up the Pieces	1 WHITE		1 WHITE	
Understanding the difference: the initial police response to hate crime	1 AMBER		1 NEW RED	
PEEL: Police Effectiveness 2017 – National	1 WHITE		1 WHITE	
Recommendation Summary	Previous report to your Performance and Resources committee [November 2020]		Current report to your committee	
	National report	Force report	National report	Force report
New reports	0	0	2 [plus 1 without recommendations]	0
New Green	0	0	0	0
Amber	0	0	6	0
Red	0	0	0	0
White	0	0	0	0
Closed	0	0	6	0
Sub-total – New Reports	0	0	2 [plus 1 without recommendations]	0
Previous reports				
NEW Green	1	1	0	2
Amber	10	9	4	5
Red	0	0	5 [all new]	2 [all new]
White	5	0	6	0
Closed [action not for force]	0	0	0	0
Sub- Total – Previous Reports	16	10	15	9
Total Prior Report Amber/Red/White Recommendations	15	9	21	7
	24		28	

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 November 2020 Performance and Resources Management Committee there has been 3 new reports published for the force to consider. Progress with existing recommendations as well as detail of the current inspection programme is provided below for reference.

Current Position

New Reports

2. 3 reports have been published since last reported to your Performance and Resources Management Committee in November 2020:

- **Police super-complaint: police data sharing for immigration purposes**, published 17th December 2020

This is a national report published following a policing super-complaint, submitted by Liberty and Southall Black Sisters about the practice of the police sharing of victims' immigration information with the Home Office. This is the first police super-complaint investigation to be published.

The investigation raises concerns about the effect the sharing of immigration information between police and the Home Office has on victims of crime with unsettled immigration status. The investigation found that the current system was causing significant harm to the public interest.

The police super-complaints system allows designated organisations to raise issues and became operational on 1st November 2018. Individuals cannot make super-complaints.

Super-complaints can only be submitted by organisations designated by the Home Office. Designated bodies may submit super-complaints for consideration by HMICFRS, the College of Policing and the Independent Office of Police Conduct (IOPC).

- **'Feeling heard': partner agencies working together to make a difference for children with mental ill health**, published 9th December 2020.

This is a national report and describes the findings from 6 Joint Targeted Area Inspections [JTAs] – there are no recommendations. The report has been circulated in force for learning opportunities.

- **Pre-charge bail and released under investigation: striking a balance**, published 8th December 2020

This is a national joint inspection report HMICFRS and HMCPsi.

The inspection assessed:

- i. the effectiveness of leadership and governance in supporting the implementation of the legislation on pre-charge bail/Released Under Investigation [RUI];
- ii. the effectiveness of police forces in identifying and managing the vulnerability and risk associated with victims of crime where the suspect has been RUI;
- iii. the effectiveness of police forces and the CPS in prosecuting cases where pre-charge bail/RUI is used;
- iv. the impact of pre-charge bail/RUI on the timescales of the justice process from investigation to conclusion;
- v. the effectiveness of understanding at a strategic level of the use of pre-charge bail/RUI; and
- vi. good practice and areas for improvement.

The report makes a series of recommendations aimed at improving police and CPS practice and making victims and communities safer.

Action plan progress is reported in Appendix A.

Inspections undertaken since the last report

3. No new inspections have taken place.

Inspections Due

4. HMICFRS are conducting a spotlight Fraud inspection – this is a revisit inspection to assess progress against recommendations and areas for improvement from their 2019 report.

The force has submitted a document return and online interviews and focus groups will commence 1st February 2021 for 4 days.

This is a national level inspection – HMICFRS are revisiting the forces they originally inspected together with all Regional Organised Crime Units.

Reports Due

5. No new force level reports are due.

Current status of HMICFRS Recommendations

6. A total of 16 HMICFRS reports have been managed by the Force during the last reporting period.
7. The current status of recommendations is summarised in the table below with full details contained in Appendix A. HMICFRS have not set deadlines for many of these recommendations, so the Force has set itself some challenging targets to drive forward and deliver improvements.
8. There are currently 28 outstanding recommendations [21 national and 7 force].
9. There are 2 new greens to report [2 force] and 7 red.

Current Status of HMIC Recommendations Summary

Recommendation Summary	Previous report to your Performance and Resources committee November 2020]	Current report to your Board
NEW Green	2	2
Amber	19	15
Red	0	7 [all new]
White	5	6
Closed	0	0
Total Amber/Red/White Recommendations	24	28

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

Conclusion

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

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

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HMICFRS Report Recommendations

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

Police super-complaint¹: police data sharing for immigration purposes

A joint national report following an investigation by HMICFRS, College of Policing and the Independent Office for Police Conduct

Published 17th December 2020

There are 4 actions for the force – these are currently being considered by the force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> As an interim measure, pending the outcome of recommendation 2, where officers only have concerns or doubts about a victim's immigration status, we recommend that they immediately stop sharing information on domestic	AMBER	No deadline set as yet. February 2021	This is a new report which the force is currently considering.

¹ The police super-complaints system allows designated organisations to raise issues and became operational on 1st November 2018. Individuals cannot make super-complaints. Super-complaints can only be submitted by organisations designated by the Home Office. Designated bodies may submit super-complaints for consideration by HMICFRS, the College of Policing and the IOPC.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>abuse victims with Immigration Enforcement. Instead, police officers should link the victim to a third party that can provide advice and assistance, as set out in recommendation 4 (on the creation of safe reporting pathways).</p> <p>This applies where police officers have doubts about a victim's immigration status, not where they have evidence that an offence has been committed. The College of Policing will immediately develop guidance for the police service to clarify this aspect of practice.</p> <p>Notes to recommendation 1</p> <p>This recommendation to stop information sharing only applies to victims of domestic abuse.</p> <ul style="list-style-type: none"> • The College of Policing guidance will also clarify the difference between insecure and uncertain status and immigration offending. • Any sharing of information should be done in compliance with Information Commissioner's Office (ICO) guidance. • 'Third party' could include a local or national specialist victim support organisation or another individual/organisation that can act as an intermediary and advocate on the victim's behalf in communications with Immigration Enforcement – as required. 		for initial review	
2	<p><u>Recommendation</u></p> <p>Review the legal framework and policy underpinning the matters raised in this super- complaint with the aim of providing clarification to the police service, other public services and immigration authorities on priorities regarding all</p>	WHITE		This action is for the Home Office

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>migrant victims and witnesses of crime with insecure immigration status.</p> <p>The review should address the wider matters of public policy raised in this super- complaint as well as those relating to policing and domestic abuse. It should include consideration of the interim measure outlined in recommendation 1, associated guidance and further consideration of a mechanism for establishing a firewall between police and immigration enforcement services for all migrant victims of crime with insecure immigration status. It should determine a working definition of a firewall in this context with reference to the conclusions of this report, international examples of such practice and any relevant academic research. The review should identify the correct basis on which any proposed firewall should be implemented.</p> <p>The effect of the review should be to establish safe reporting mechanisms for all migrant victims and witnesses, including those with insecure immigration status, in accessing the police service. The review should be conducted in consultation with victim and survivor representative groups, practitioners and other interested parties. The Home Office should publish a report that sets out its considerations and conclusions, and includes an equality impact assessment, within six months of the date of publication of this super-complaint report.</p>			
3	<p><u>Recommendation</u></p> <p>With the objective of preventing harm to the public interest, develop a safeguarding protocol between the Home Office and the police service to guide responses to all migrant victims and witnesses of crime by the police service, the Home Office and</p>	WHITE		This action is for the Home Office and NPCC

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p>other law enforcement agencies as relevant. The protocol should reflect the realities of victims' and witnesses' experiences, drawing on the expertise of the relevant specialist organisations for supporting victims with insecure immigration status. The protocol would need to have some inbuilt flexibility and also:</p> <ul style="list-style-type: none"> • address the respective roles and responsibilities of the police and the Home Office in safeguarding migrant victims of crime, with explicit attention to differences in approach that may arise for victims in different circumstances; • for victims of domestic abuse or other gender-based violence, clarify that it is the responsibility of the police service, working with suitable specialist partner agencies, to provide safeguarding functions, and that sharing information on victims of domestic abuse with Immigration Enforcement does not constitute safeguarding; • address the purposes of sharing information, as well as who does what with the information, how it will be acted on by the Home Office, and in what circumstances, with agreement about the terms of assurances that can be provided to victims and witnesses; • specify the circumstances in which information may be shared by police with the Home Office and ensure that victims and witnesses are told what information is to be shared and why, with reference to their clear basis in law to share; • be supported by appropriate governance processes to ensure that: 			

Recommendations & Areas for Improvement	Status	Due Date	Comment
<ul style="list-style-type: none"> personal data is processed in accordance with data protection law; due consideration is given to security (both in sharing and storage), retention and deletion of personal data; and all organisations can demonstrate accountability. reflect consultation with data protection officers and reference to relevant Information Commissioner's Office guidance to ensure that data sharing is compliant with data protection law and clearly documented; address the implications for data sharing within multi-agency risk assessment conferences (MARACs) and other multi-agency safeguarding groups; set out a nationally equitable position on access to specialist victim support services that can assist victims in resolving uncertainties associated with immigration status; enable the victim or witness to contribute to any potential prosecution so that perpetrators are held to account and that the victim or witness is supported to contribute to any potential prosecution, in the public interest; and be publicised through the appropriate channels to promote migrant victims' and witnesses' confidence in the existence of safe reporting pathways to receive support from the police and other statutory agencies without fear that their immigration status will be prioritised over their complaint to the police. <p>This protocol should be adopted by the police service across England and Wales. When the protocol has been agreed, the National Police Chiefs' Council should consider how to operationalise it in consultation with the College of Policing so that the contents inform police responses.</p>			

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p><u>Recommendation</u></p> <p>With reference to recommendation 1, and in consultation/collaboration with local or national specialist organisations, chief constables should take steps to ensure that all migrant victims and witnesses of crime are effectively supported through safe reporting pathways to the police and other statutory agencies. They should:</p> <ul style="list-style-type: none"> • ensure there is a proper policy and practice framework in place for officers to work within; • develop victim and witness support policies that reflect the characteristics of the safeguarding protocol set out in recommendation 3, and: • draw on all relevant national guidance with particular reference to the Code of Practice for Victims of Crime and data protection legislation; • are developed in partnership with and include pathways to the relevant specialist organisations for supporting victims and witnesses with insecure immigration status; • are clear about the circumstances in which information will be shared by police with immigration enforcement; • provide clarity about the purpose of sharing information at different points of the pathway; and • explicitly recognise the importance of telling victims, witnesses and supporting agencies whether information will be shared with Immigration Enforcement, and if so, when and in what circumstances. • promote understanding among police officers and staff to differentiate between responses to victims of modern slavery/human trafficking and victims of domestic abuse; 	AMBER	No deadline set as yet. February 2021 for initial review	This is a new report which the force is currently considering.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> • promote awareness within their forces of any existing pathways to specialist organisations for supporting victims with insecure immigration status; • ensure the policy and practice framework is adopted by all officers and staff who come into contact with victims of crime who have insecure immigration status; and • promote police engagement in regular outreach community work, as highlighted as good practice in this report. 			
	<u>Recommendation</u> With reference to recommendation 1, pending the developments outlined in other recommendations, and in consultation/collaboration with local or national specialist organisations, chief constables and police and crime commissioners should take steps, through the appropriate channels, to promote migrant victims' and witnesses' confidence in reporting crimes to the police through safe reporting pathways, without fear of prioritised immigration control.	AMBER	No deadline set as yet. February 2021 for initial review	This is a new report which the force is currently considering
6	<u>Recommendation</u> To police and crime commissioners (or equivalents) Conduct an assessment of local access to specialist victim support organisations or networks and take any necessary steps to build up such networks.	WHITE		This action is not for the force but is directed to Police Authority Board
7	<u>Recommendation</u> To the Home Office Improve the recording and assurance processes related to sharing information with the police. In particular, record the status, ethnicity and nationality of people referred, or	WHITE		This action is for the Home Office

Recommendations & Areas for Improvement		Status	Due Date	Comment
	enquired about, to the National Command and Control Unit within Immigration Enforcement in order to understand and record whether the caller believes the individual to be a victim, offender or both. Collect and monitor data on the use of the Police National Computer for immigration purposes, including the number of live markers in operation. This is broader than addressing the lack of data. The investigation considers it is essential to understanding and differentiating the appropriate range of actions in individual cases, including compliance with the Code of Practice for Victims of Crime. Such data will aid transparency with the particular objective of assuring the public that all victims and witnesses are treated fairly and equitably regardless of their protected characteristics.			
	<u>Recommendation</u> To all recipients of recommendations from this investigation Provide an update to Her Majesty's Chief Inspector of Constabulary on progress in implementing these recommendations within six months of the date of publication of this report.	AMBER	June 2021	Strategic Development report the progress of all open actions to the HMICFRS Force Liaison Lead. Action plans for new reports are also to be produced in consultation with the HMICFRS FLL.
9	<u>Action</u> To the College of Policing Work with interested parties to consider how domestic abuse risk assessment tools used by the police and partner organisations can include immigration status as a risk factor.	WHITE		This action is to the College of Policing
10	<u>Action</u> To the College of Policing	WHITE		This action is to the College of Policing

Recommendations & Areas for Improvement		Status	Due Date	Comment
	When updating knowledge and training products, ensure that the messaging across all relevant guidance is consistent about the need for policing to balance the needs for safeguarding a victim or witness against the national interest in investigating crime.			
11	<p><u>Action</u> To HMICFRS</p> <p>Subject to available funding from the Home Office, HMICFRS will consider whether future inspection activity and/or monitoring could review how the issues raised by this super-complaint are being addressed by forces, once they have had an opportunity to make changes in the light of this investigation.</p>	WHITE		This action is to HMICFRS

‘Feeling heard’: partner agencies working together to make a difference for children with mental ill health

A National report HMICFRS

Published 9th December 2020

This report describes the findings from 6 Joint Targeted Area Inspections [JTAls] – there are no recommendations. The report has been circulated for learning opportunities.

Pre-charge bail and released under investigation: striking a balance

A Joint National report, HMICFRS and HMCPSi

Published 8th December 2020

There are 10 recommendations 2 of which are for forces. These are currently being considered by the force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<u>Recommendation</u> The Home Office should work with police and the College of Policing to review the legislation for bail and RUI. The bail consultation completed in 2020 should provide evidence for reviewing who must authorise bail and time frames for bail extensions. The learning from this report should inform this work.	WHITE		This action is for the Home Office
	<u>Recommendation</u> The Home Office should work with police and the College of Policing to make sure forces have enough time and adequate resources to prepare for any future changes to the legislation which arise from the bail consultation. They should also provide police forces with comprehensive guidance and protocols on the changes.	WHITE		This action is for the Home Office
3	<u>Recommendation</u> The Home Office and the National Police Chiefs' Council (NPCC) should work together to develop and put in place data collection processes to give an accurate national picture of RUI and pre-charge bail.	WHITE		This action is for the Home Office and NPCC lead
4	<u>Recommendation</u> The Home Office should work with police forces and the College of Policing to develop and implement monitoring arrangements to make sure that changes resulting from the bail consultation are effective.	WHITE		This action is for the Home Office

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<u>Recommendation</u> The Home Office should work with the NPCC, the CPS and the College of Policing to make sure that any changes to the legislation secure improvements for victims of crime	WHITE		This action is for the Home Office
6	<u>Recommendation</u> The College of Policing should work with the NPCC to ensure that clear guidance is developed for officers in relation to updating suspects who are RUI on the progression of their cases.	WHITE		This action is for the College of Policing
7	<u>Recommendation</u> The College of Policing and NPCC should work together to develop clear guidance for police forces so that all cases involving serious harm and risk, such as domestic abuse and stalking, are subject to bail with conditions to protect victims and require a new risk assessment before a suspect's bail status changes.	WHITE		This action is for the College of Policing
8	<u>Recommendation</u> Forces should develop processes and systems to clearly show whether suspects are on bail or RUI. This will help them to better understand the risk a suspect poses to victims and the wider community and will help to increase safeguarding.	AMBER	No deadline set yet. March 2021 [for initial review]	This is a new report which the force is currently considering.
9	<u>Recommendation</u> Forces should record whether a suspect is on bail or RUI on the MG3 form when it is submitted to the CPS. This should be regularly checked and any changes in bail or RUI provided to the CPS. The CPS should work with the police to ensure this information is provided.	AMBER	No deadline set yet. March 2021 [for initial review]	This is a new report which the force is currently considering.
10	<u>Recommendation</u> The CPS and NPCC should work together to review their service level agreements and make sure that cases can be charged at the earliest opportunity.	WHITE		This action is for the CPS and NPCC lead.

Roads Policing – Not Optional

A National report HMICFRS

Published 15th July 2020

There are 10 recommendations for the force, 3 are completed, 1 closed [not applicable] and 6 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 98 6	<u>Recommendation</u> With immediate effect, chief constables should make sure: <ul style="list-style-type: none"> • [1]their force has enough analytical capability (including that provided by road safety partnerships) to identify risks and threats on the road network within their force area; • [2]that information shared by partners relating to road safety is used effectively to reduce those risks and threats; and • [3]there is evaluation of road safety initiatives to establish their effectiveness. 	NEW RED	September 2020 for an initial position November 2020 for review and reinstatement of the RDRP meetings by the CoL New deadline April 2021 [subject to review]	The main reasons for the delay to this recommendation are as follows: <ul style="list-style-type: none"> • CoL suspended the Road Danger Reduction Partnership(RDRP) meetings until recently (resumed on 11th Jan) • Sustained analytical support has been an issue for the Roads Policing unit previously. The Force Intelligence Bureau, who provide this support is aware of the issue and intends to produce a dashboard on a quarterly basis. The next quarterly dashboard will be produced post Jan 21, but owing to reduced traffic volumes in the City because of Covid restrictions/ lockdown it will not illustrate a 'typical' picture. • The City of London Corporation Department of Built Environment has no analytical capability. However, the expectation seems to be that City of London Police provide the analysis for the City of London to use. It is questionable whether this is an acceptable position and

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>needs to be considered by the RDR partnership and a resolution put in place.</p> <ul style="list-style-type: none"> • Owing to lack of capability no analysis reports were submitted for consideration. • Re: Evaluation of road safety initiatives- City of London Police officers continue to undertake operational roads policing enforcement activity, but the COL lead on Road Safety for the City of London. Data is available from initiatives that support Vision Zero (e.g data relating to Casualties (KSIs) etc , 20MPH zone. However, this is an area that may require further development in partnership with the City of London Corporation DBE. A meeting took place with the City's Strategic Transportation Team lead to discuss and these will be monthly moving forward. <p>The deadline has been extended to allow for further progress to be made.</p>
8	<p><u>Recommendation</u></p> <p>With immediate effect, chief constables should make sure that their force (or where applicable road safety partnerships of which their force is a member), comply with (the current version of) Department for Transport Circular 1/2007 in relation to the use of speed and red-light cameras.</p>	WHITE	<p>December 2020 [subject to review]</p> <p>New deadline April 2021</p>	<p>The force has reviewed Department of Transport Circular 1/2007 and its requirements and determined that this needs to be considered by the RDR partnership. Compliance with the circular extends beyond the remit of the force and it cannot lead.</p> <p>The City's Strategic Transport Team confirm that all red light and speed cameras [the subject of the above circular] are owned and managed by TfL who have been contacted and a response is pending.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
			[subject for review]	
11	<p><u>Recommendation</u></p> <p>By 1 August 2021, the College of Policing should include a serious collision investigation module for completion along with the Professionalising Investigation Programme. This should include:</p> <ul style="list-style-type: none"> • minimum national training standards; and • certification for all serious collision investigators. <p>Chief constables should make sure that all serious collision investigators in their force are then trained to those standards.</p>	WHITE	August 2021 for the College of Policing	<p>This action is initially for the College of Policing.</p> <p>However, the force will include any College of Policing requirements in its training plans</p>
14	<p><u>Area for Improvement</u></p> <p>Force-level support to national roads policing operations and intelligence structure is an area for improvement.</p>	AMBER	<p>September 2020</p> <p>Extended to January 2021 pending future regional and national meetings taking place]</p>	<p>The responses below are provided within the context of this area for improvement within the HMICFRS report:</p> <p>The force engages in national campaigns.</p> <p>National and Regional level meetings were attended by Inspector [Roads Policing]; future representation will be additionally be at Superintendent level.</p> <p>The force does provide data to the national roads policing operations and intelligence unit.</p> <p>This action is held at amber pending Superintendent level representation at national and regional meetings – none have</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
			Now April 2021 since no future pending future regional and national meetings have been scheduled at this time	been scheduled. This position remains unchanged and the deadline extended to April 2021 [subject to review].
15	<u>Area for Improvement</u> The efficient and effective exchange of all collision data with other relevant bodies is an area for improvement.	RED	September 2020 [subject to review] Now November 2020 [subject to input from CoL] Extended to April 2021 [subject to review]	The responses below are provided within the context of this area for improvement within the HMICFRS report: See above re: information sharing/ analysis of data. The force does use the Crash system to report to DfT and TfL. Progress is linked to 6 above; deadlines have therefore been aligned.

Recommendations & Areas for Improvement		Status	Due Date	Comment
16	<u>Area for Improvement</u> The awareness and understanding of the changes in the Professionalising Investigation Programme within police forces is an area for improvement.	AMBER	November 2020 for initial response Now February 2021 to confirm delivery of training	Insp Road Policing has successfully bid through the force Training Improvement Board [November 2020] for an in-house modular Roads Policing Traffic Patrol Course which will be delivered from January 2021 and aligned to ongoing work from the College of Policing. Insp Roads Policing is linked into the National forum on Roads Policing professionalisation to ensure that this new programme mirrors as closely as possible what the National course will look like ensuring it can be easily amended as and when required. A new deadline has been set to confirm delivery of training.

Child Protection – City of London Police

A HMICFRS force report
 Published 10th July 2020

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<u>Recommendation</u> We recommend that, within three months, City of London Police should review its systems and practice to ensure that:	RED	November 2020	<u>Bullet 1</u> All incidents attended are checked for intelligence by the Response Intelligence Officer [within Control] who are on Duty 24/7. They will check all systems (including surrounding Forces) for any intelligence

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> [1]warning markers and flags are used to alert responders to risk and vulnerability; and [2]]Control room staff have effective systems to help them to prompt frontline responders to follow force policy – for example, to turn on body-worn video cameras when attending domestic abuse incidents. 		Now March 2021	<p>or flags associated with the address or individuals and as standard these would be communicated to the officers attending.</p> <p>These checks would also include specific police databases for violent and sexual offenders.</p> <p><u>Bullet 2</u></p> <p>New onscreen messaging is being developed within the control system based on the THRIVE + model.</p> <p>The Public Protection Unit is involved to ensure officers are prompted with best practice [including Body worn video, vulnerability and voice of the child]. Comms messaging was broadcast on the Force Intranet to remind all officers to ensure their BWV is turned on when attending any incident.</p> <p>This is still to be delivered.</p> <p>Deadline has been extended to March 2021.</p>

National Child Protection Inspections: 2019

National thematic report HMICFRS

Published 27th February 2020

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 104 3	<p><u>Recommendation</u></p> <p>We recommend that chief constables take steps to reduce the unnecessary criminalisation of children. Such steps could include (but don't need to be limited to) considering fully a child's circumstances when making decisions; more effective use of legislation to discontinue prosecutions not in the public (or child's) interest; the development of more effective non-criminal justice pathways for vulnerable children who commit lower level crimes.</p>	RED	<p>No date set by HMICFRS</p> <p>September 2020 for the review</p> <p>November 2020 to deal with the outcomes of the review</p>	<p>Crime Directorate has conducted a review and a number of actions have been identified to ensure that sufficient guidance and training is available to officers. These are to be progressed including the production of a 'checklist' that can be consistently applied to those juveniles in custody to ensure children are not unnecessary criminalised.</p> <p>A report was consideration at the Vulnerability Steering Group [December 2020], making recommendations that the visits to vulnerable persons (and therefore juveniles) in custody was refreshed and relaunched. It was agreed that this function could now be carried out by the 24/7 City Silver role as they would be routinely available to visit face to face.</p> <p>The deadline has been extended to April 2021 to enable decisions made at Vulnerability Steering Group [December 2020] to be implemented and the production of the checklist above.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
			<p>Now December 2020 to allow for a report to be considered at Vulnerability Steering Group</p> <p>Extended to April 2021 to enable actions to be embedded</p>	
5	<p><u>Recommendation</u></p> <p>We recommend that chief constables should review performance management and quality assurance approaches to ensure that assessments of the nature and quality of decision making are routinely made. The purpose of this would be to reinforce the understanding that compliance with policy or process is only one part of effective practice.</p>	RED	<p>No date set by HMICFRS</p> <p>September 2020 for the review</p>	<p>Volumes of juveniles in custody are low and dip sampling rates of their records are high and can be up to 100% of monthly throughput.</p> <p>These custody records are assessed both for PACE and voice of the child. Visits are performed to assess the welfare/experiences of juveniles in custody – enabling first-hand experience of be gained of the juveniles circumstances.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
			<p>November 2020 to deal with the outcomes of the review</p> <p>Extended to December 2020 to allow for a report to be considered at Vulnerability Steering Group</p> <p>Now April 2021 to enable new processes to be embedded</p>	<p>The results of dip samples, together with quarterly figures are reviewed at Custody Management Group. Analysis includes age, gender, ethnicity, and offence type and detention time.</p> <p>Crime Standard Boards also reviews and a new dip sampling/review process starts in January 2021. It will cover different themes from Disclosure, file standards, NICHE compliance – including VCOP, Voice of the Child. This was piloted in Crime Directorate with good results.</p> <p>The deadline has been extended to April 2021 to enable these new processes to be embedded.</p>

Cyber: Keep the light on

A national report by HMICFRS

Published October 2019

This report makes 5 recommendations, 4 are for the force [or in part]. 2 are complete, 2 are in progress [Home Office leads on 1].

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 107	<u>Recommendation</u> By 1 November 2020, the Home Office, the Cabinet Office, the National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime, the Director General of the National Crime Agency, and interested parties should revise the current police structure for the response to cyber-dependent crime. In doing so they should consider: <ul style="list-style-type: none">• the creation of a national police cyber-dependent crime network;• the remit of any such network;• how the network engages with other law enforcement agencies; and• the tasking and co-ordinating responsibilities that will be required for the network to be effective.	WHITE	November 2020	Bullets 1 through 4 are in part, of the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman.
			Now pending publication of the Mackey Serious and Organised Crime review	To date progress has been held pending the outcome of the independent serious and organised crime review led by Sir Craig Mackey.
				The Home Office is the lead for this recommendation.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<p><u>Areas for improvement</u></p> <p>The National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime should revise the key performance indicators contained within the council's minimum capability standards for force cyber crime units. The revised standards should make clear:</p> <ul style="list-style-type: none"> • [1]the minimum standards for investigation; • [2]the role of regional cyber crime co-ordinators in the recording, management, and review of cyber crime investigations; and • [3]the use of the weekly list provided by the National Fraud Intelligence Bureau to comply with the performance indicators. 	WHITE	<p>No deadline set by HMICFRS</p> <p>November 2020 for an initial position</p> <p>Now pending the publication of the Mackey Serious and Organised Crime review</p>	<p>Bullets 1 and 2 are the remit of the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman. To date progress has been held pending the outcome of the independent serious and organised crime review led by Sir Craig Mackey.</p> <p>Bullet 3 – the use of the weekly lists [completed].</p> <p>Revised guidance has been produced which is sent together with the weekly lists provided by the National Fraud Intelligence Bureau. This guidance is specific in the purpose for which the list is to be used.</p> <p>This guidance will be reviewed upon any future standards set by the NPCC lead for Cyber Crime.</p> <p>The performance indicators referred to within the recommendations were set by the National Board Force Specialist Cyber Capability Project Board.</p> <p>Any future plans with regard to bullet 1 and 2 [NPCC lead] will be handled within business as usual.</p>

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

A national report by HMICFRS

Published September 2019

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

Recommendations & Areas for Improvement		Status	Due Date	Comment	
Page 109 4a	<p><u>Recommendation</u></p> <p>By April 2020, all forces that haven't yet done so should:</p> <ul style="list-style-type: none"> • [1]record corruption using the national corruption categories; • [2]produce a comprehensive annual counter-corruption strategic threat assessment, in line with the authorised professional practice; and • [3] establish regular links between their counter-corruption units and those agencies and organisations who support vulnerable people. <p>Where forces are yet to implement an effective ICT monitoring system that allows them to monitor desktop and handheld devices, they should do so as soon as reasonably practicable.</p>	AMBER	April 2020	GREEN	Bullet 1 - The force is compliant recording corruption based on national corruption categories.
			Extended to November 2020 [Subject to Co-vid] Aligned to PEEL 2018/2019 AFI 11	GREEN	Bullet 2 - The force has produced a current force counter corruption Strategic Threat Assessment and control strategy 2020/21. The Control Strategy is to be published both on the force intranet and in the force's internal Professionalism Newsletter to raise awareness of the greatest identified threats.
			Now April 2021 to confirm the new system is in place and the old contract terminated	AMBER	Bullet 3 - PSD have established and successfully recruited to a new post of Engagement Officer. Part of the remit of this post is to establish links and encourage reporting by partners of any (corruption) issues encountered including matters of Abuse of Position (for a Sexual Purpose) which they may encounter. The mechanism is now in place to deliver this. PSD recently published an article to the business community in Skyline on 6th February 2020 which encouraged companies to get in

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>touch if they had any concerns and explained the work of the CCU. The force regularly attends the SE Regional Counter Corruption Practitioners Group, chairs the SE Regional Analysts meeting and attends other national groups.</p> <p><u>New IT system</u> Previously delayed pending the release of a Microsoft 365 compatible version; testing has been completed by the supplier in 2 forces.</p> <p>Roll out was expected by September 2020, however it is delayed. A new system implementation timeline has been produced and it is due to be completed by the end of February 2021. The CoL/CoLP IT provider has allocated a system architect to support. The contract for the old system will be terminated so that it does not renew after 31.3.21.</p>

Crime Data Integrity inspection 2019

A force report by HMICFRS

Published August 2019

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<p><u>Area for Improvement</u></p> <p>The force should immediately improve its collection and analysis of equality data through its crime reporting and recording systems</p>	AMBER	<p>February 2020</p> <p>Extended to September 2020</p> <p>Now extended to February 2021 to confirm improvements are embedded</p>	<p>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.</p> <p>Disability and sexuality data remain to be collected and analysed.</p> <p>The MINERVA Niche group has also been contacted since most forces have similar issues.</p> <p>Rationale: Deadline further extended to ensure measure already taken are embedded and establish if work-arounds can be established for the collection and analysis of disability and sexuality data.</p>
6	<p><u>Area for Improvement</u></p> <p>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.</p>	AMBER	<p>February 2020</p> <p>Extended to July 2020 but need to be reviewed [Reported to PAB]</p> <p>Extended to</p>	<p>Audit results have not met the desired standards and further steps are now being taken:</p> <ul style="list-style-type: none"> • The Community Resolution process is being digitised – roll out imminent. • Guidance will be re-issued to officers for Community Resolutions, penalty notices for disorder and Cannabis Warnings • A 3 step escalation process for failures is being implemented, at the highest levels this could lead to management action of officers. • Monthly audits will be conducted; failures reported to Supt Ops UPD

Recommendations & Areas for Improvement		Status	Due Date	Comment
			<p>September 2020 to ensure improvements are embedded</p> <p>Extended to March 2021</p>	<ul style="list-style-type: none"> The force Corporate Communications department will be engaged to support messaging Digitisation of Cannabis Warnings and PND will be pursued. <p>Initial improvements were observed but not sustained and additional management actions is necessary.</p> <p>Consideration is being given to the implementation of the 2 Tier system. This framework replaces the current six disposal options available: cannabis warning, khat warning, community resolution, and penalty notice for disorder (PND), simple caution and conditional caution.</p> <p>The intention of the changes is to deliver a system that is more transparent to the public, more streamlined for officers and ensured offenders always have conditions attached to the outcome, focusing on rehabilitation and victim reparation.</p> <p>Any agreed transition would require changes to process and training for officers.</p> <p>The deadline has been extended to March 2021 [subject to review] to establish if the 2 Tier system is to be progressed and thereafter an implementation plan [assuming go ahead].</p>

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

A national report by HMICFRS

This report makes 23 recommendations, 5 of which are for force. 4 recommendations are complete 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Page 113 10	<p>Cause of concern</p> <p>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></p> <p>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>Now extended to February 2021 for review</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</p> <p>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 was explored</p> <p>With regard to non-economic crime victims:</p> <p>The force undertakes dip samples to identify learning which is then reported to the Crime Standards Board, these dip samples include qualitative checks on the service provided.</p> <p><u>Next Steps</u></p> <p>Evidence that victims services have been reviewed [with partners] to establish if they can be enhanced, is still required. This element is being progressed by the force victim champion.</p> <p>Virtual victim journey workshops were to be progressed in October 2020 but have been delayed to allowing for the deployment of new</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				laptops within the force which enable the virtual workshops. The first meeting took place 22 nd December 2020. Deadline extended to enables further workshops to be scheduled and conducted.

PEEL 2018/2019

A force report by HMICFRS

Published May 2019

PEEL 2018/2019

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<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. Reset to June 2020	The requirement to survey domestic abuse victims is a mandatory home office return. Previously performed by the Vulnerable Victim Advocate [VVA], when funded by MOPAC and the force. In 2019 MOPAC redirected funding away from the City and the force now has access 2.5 days per week to an Independent Domestic Violence Advocate [IDVA] under the Pan London Victim and Witness Scheme. Vetting and recruitment [victim support] delayed the starting of the IDVA. Although the force now has access to an IDVA the Head of Domestic Abuse Services at Victim Support as indicated that surveying falls outside the scope of this role.

Recommendations & Areas for Improvement		Status	Due Date	Comment
			<p>[Reported to PAB]</p> <p>Extended to November 2020 subject to further review</p> <p>Now April 2021 [subject to review]</p>	<p>This HMICFRS area for improvement seeks Domestic Abuse surveying to be expanded to other vulnerable victims – increasing demand.</p> <p>The way ahead has been discussed with the Corporation and a successful bid for POCA funds to Safer City Partnership [18/9/2020] has been made. The Head of PPU is now in discussion with Victims Support for the expansion of the service.</p> <p>This is not seem as a long term fix and the POCA bid included an element to commission an independent review of the Domestic Abuse/Vulnerable victim service provided across the City to include VVA, MOPAC, IDVA and the services the corporation provide. Domestic abuse surveys are to be conducted by officers of PPU as an interim measure to meet Home Office requirements, but these survey are currently paused during the current lockdown due to increased risks to victims.</p> <p><u>Deadline Rationale</u> A revised deadline of April 2021 is set to review the current position and victim support recruitment.</p>
11	<p><u>Area for Improvement</u></p> <p>The force should ensure that its counter-corruption unit:</p> <ul style="list-style-type: none"> • has enough capability and capacity to counter corruption effectively and proactively; 	AMBER	December 2019 set to align with the next inspection	The first point has been addressed and recruitment is now complete and officers are in post and will continue to work on point three.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	<ul style="list-style-type: none"> • 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. 		<p>anticipated early 2020.</p> <p>Now November 2020 [Subject to Co-vid]</p> <p>Now April 2021</p>	In terms of the second point: New IT system. - roll out is now expected by February 2021 [see Shining a light on betrayal: Abuse of position for a sexual purpose, 4a above]

Fraud: Time to Choose

A national report by HMICFRS

Published April 2019

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p><u>Recommendation</u></p> <p>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>	AMBER	<p>September 2019, March 2020</p> <p>Extended to</p>	The requirement is to publish a timetable for implementing the revised Know Fraud system, making clear which services are to become available at each stage of implementation and thereby enabling forces to make use of each service. The delayed delivery of enhancements and related issues with the contractor have prevented a timetable being produced and communicated with Chief Constables.

Recommendations & Areas for Improvement		Status	Due Date	Comment
	The use made of the system by police forces should be monitored and evaluated to identify best practice.		November 2020 [Previously reported to PAB] Now extended to February 2021.	<u>Next Steps</u> Further communications to Chief Constables are planned as key decisions are made regarding the way ahead. Next steps were considered at the Police Authority Board meeting on the 27 th April 2020. <u>Rationale for deadline extension</u> The deadline is extended to enable implementation of decisions made regarding the future delivery of the service. Future communication to Chief Constables is planned.

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 20 are complete, 1 is in progress

Recommendations & Areas for Improvement		Status	Due Date	Comment
2	<u>Area for Improvement</u> The force should ensure that there is sufficient oversight of how minimum staffing levels are maintained in the custody suite, and the level of overtime in use to achieve these.	AMBER	December 2019 to align with the HMICFRS return visit	Overtime monitoring has been enhanced and authorisation changed to the Custody Manager from Group Inspectors. Duty planning allocate shifts to resilience officers to ensure they maintain their accreditation. An alternate process for allocation of resources was implemented; controlled by Custody Inspector. A dedicated Custody staffing group has been established on a 3 month rolling basis sourced from Response Groups, alongside Dedicated Detention Officers and

Recommendations & Areas for Improvement		Status	Due Date	Comment
			Now extended to July 2020, subject to review, to align with Transform	<p>Custody Goalers to improve both experience and skills and to better control cover and requirement for overtime.</p> <p>Work has been completed to reconcile skills records in the force training records system with a custody training Tracker. This has delivered accurate availability of Custody skills report and facilitates more effective use of Duty Management System for planning purposes.</p> <p>Custody management demand to be feed into the force change programme [Transform].</p>
			Now October 2020 to aligned with Transform subject to review	<p>Reports were presented to Senior Management Board in both November 2020 and Jan 2021 re Transform proposals with the latest key changes reported as the introduction of a dedicated Custody Cadre consisting of 15 Custody Sergeants under the supervision of a dedicated Inspector and the introduction of a management structure more in keeping with the CoLP commitment to a ratio of 1:6 and affords a more accessible level of management between practitioners and senior managers (ie Supt and Chief Insp dedicated to CJS and Custody Services above Custody Manager (Insp)) in addition to re-engineered processes to drive improvements.</p>
			Now March 2021	<p>The intent is for the intermediate custody model to go live aligned to the Local Policing model to ensure continuity of service due to the different implementation dates for Local Policing and Investigations which Custody will transfer between with work ongoing to determine the Intermediate model for Custody.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>It is scheduled that the new Criminal Justice Service/Custody function goes live by June 2021, with responsibility transferring by March 2021.</p> <p>Deadline is now March 2021 for review.</p>
	<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>	NEW GREEN	<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>Facilities works were completed on 2/3rd December (Moved from 24/25th November) and delivered the following:</p> <ul style="list-style-type: none"> • Call buzzer lowered in one cell to allow for improved accessibility for any disabled DP. • Heating and ventilation system checks conducted to ensure operating effectively • Custody Suite deep cleaned • Emergency lighting serviced • Distribution boards checked • Hatching floor markings installed (to help maintain DP privacy at booking in desk)

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>Installation of protective screens has now been linked to delivery of the CCTV project which has a completion date of 14th Feb. These are being installed to offer Custody Officers a degree of protection from attack and also at this time some COVID-19 protection between DP and Custody Officer.</p> <p>Works to build a new exercise yard commenced on 4th January 2021 with an anticipated completion date of 14th February 2021.</p> <p>In addition the Custody Manager has co-ordinated with Custody Trainer such that Refresher training scheduled for delivery in March 2021 will include input on this AFI and others within plan to ensure the DP welfare and experience are adequately delivered and recorded, for example re offering use of washing facilities.</p>
9	<p><u>Area for Improvement</u></p> <p>Staff should routinely consider, and take any appropriate actions to preserve, detainees' privacy at the booking-in desk.</p>	NEW GREEN	<p>December 2019 to align with the HMICFRS return visit</p> <p>Extended to Nov 2020</p>	<p>A mitigation has been identified [laptops utilised in a private side room] and has been communicated to officers and included within CPD safeguarding and welfare responsibilities.</p> <p>Hatching 'no loitering' area in Reception to be marked up to minimise opportunity to view CCTV monitors.</p> <p>This work was completed on 2/3rd December (moved from 24/25th November). The hatchings installed (indicating where people should and should not stand) now offer a degree of separation between detainees to allow for some degree of privacy and helps prevent detainees from standing next to each other during the booking in process.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>Following review it has not proved possible to install privacy screening at desk as it was deemed to present a hazard due to space reduction. Similarly moving of CCTV screens was not deemed possible due to space limitations.</p> <p>In addition the Custody Manager has co-ordinated with Custody Trainer such that Refresher training scheduled for delivery in March 2021 will include input on this AFI and others within plan to ensure the Detained Person welfare and experience are adequately delivered and recorded.</p>

Policing and Mental Health - Picking Up the Pieces

A national joint report by HMICFRS

Published November 2018

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

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p><u>Recommendation</u></p> <p>By August 2019, all forces should review their existing partnership mental health triage services to assess their effectiveness, and the environment they are operating in. This will help them make decisions about sustainable future services with partners to make sure mental health care needs are being met.</p>	WHITE	August 2019	<p>Practise guideline from the College of Policing to help force benchmark their triage activity are pending.</p> <p>However this is something which the force already undertakes – the most recent assessment examined the period November 2018 to October 2019 and highlighted a business need for mental health nurse cover during the day.</p>

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

Understanding the difference: the initial police response to hate crime

A national joint report by HMICFRS

Published July 2018

This report makes 15 recommendations. 8 are for the force and 7 of these are complete, 1 can now be progressed following publication of the Hate Crime APP by the College of Policing.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<p><u>Recommendation</u></p> <p>Our inspection shows that some hate crime victims get a better service than others. This is because forces apply the national minimum standard of response to victims of hate crime inconsistently.</p> <ul style="list-style-type: none"> • We recommend that, within six months, the NPCC lead for hate crime works with the College of Policing to review the operational guidance about the minimum standard of response to establish if it is still appropriate and relevant for forces • We recommend that, following the review, any agreed minimum standard of response for forces should be 	RED	<p>December 2020</p> <p>Now February 2021</p>	<p>This action has been held at WHITE pending the publication of the College of Policing APP.</p> <p>Following consultation completed November 2019, the College has now published this APP and it is now been considered by the force.</p> <p>A deadline of December 2020 was set for this initial review, but this is now extended to February 2021.</p>

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

PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS

Published March 2018

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

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

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Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p>Recommendation</p> <p>The College of Policing, working with the NPCC leads, should develop an approach to peer review. This approach should support forces to work with each other to improve how they identify, respond to and keep safe vulnerable victims. The infrastructure to support peer reviews should be in place by September 2018 with the first reviews taking place by January 2019.</p>	WHITE	September 2018 And January 2019	<p>Details of the peer review approach have not been released by the College of Policing at this time.</p> <p>Local peer review and opportunities to share best practice are being developed through the regional Vulnerability Steering Group chaired at commander level by the MPS. BTP are 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>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				A review of the National Vulnerability Action Plan is due to be undertaken – the force has been invited to be part of the review team.

Committee(s): Performance and Resource Management Committee of the Police Authority Board	Date(s): 02/02/2021
Subject: Internal Audit Update Report	Public
Report of: Head of Audit and Risk Management	For Information
Report author: Jeremy Mullins	

Summary

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

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

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report has been prepared to provide Members with an update in relation to Internal Audit work undertaken in 2020-21 to date. Internal Audit Service is provided by a combination of an in-house team and via Mazars, an external partner, although all work is currently being delivered by the in-house team.

Internal Audit Work Undertaken in 2020/21 to date

2. Below is a summary of the progress in delivering the Internal Audit work in 2020/21 to date. Three CoLP Internal Audits have been completed to final report stage; two CoLP Internal Audits are at draft report stage; fieldwork for a further CoLP Audits is progressing; one CoLP Audit is currently at planning stage One Internal Audit for the Police Authority (PA) is currently at fieldwork stage. At this stage it is considered likely that it will be necessary to carry forward the remaining audit (CoLP IT Digital Policing) because of the impact of Covid – 19, specifically the delayed start to planned work and capacity in the remainder of the year.

3. The draft report for the CoLP Transform Programme Audit Phase 2 has been issued and will be finalised with agreement on the dates for implementing audit recommendations as soon as possible. A verbal update on progress will be given at your Committee Meeting.

Audit	Progress	Estimated Completion Date
CoLP Financial Forecasting – Appendix 1	Final Report	Completed
CoLP Workforce Planning- Appendix 2	Final Report	Completed
CoLP Transform Programme Audit Phase 2	Draft Report	31 st January 2021
CoLP Grant Funding – Appendix 3	Final Report	Completed
CoLP Key Financial Controls	Fieldwork	31 st March 2021
CoLP Transform Programme Audit Phase 3	Not started	31 st March 2021
CoLP Use of Procurement Cards	Draft Report	31 st January 2021
CoLP Digital Policing	Carried forward	30 th June 2021
PA – Police Funding	Fieldwork	31 st March 2021

4. This Committee has requested that copies of the Final Audit Reports are supplied to them, and these are supplied as non-public appendices to this report. A brief summary of the outcome of these Final Reports is provided here.

CoLP Financial Forecasting – Green Assurance

Financial information is regularly, completely, accurately, and promptly produced to allow for effective monitoring. Discussions with the former Director of Finance identified that no budget holder training has occurred as of yet, however, training is expected to be provided in 2020/21. It would, in addition, be beneficial to have detailed budget holder written procedures drafted and these should be included within CoLP Standard Operating Procedures in order to ensure that compliance to them is enforceable. Forecasts are based on meaningful supporting data and this can be demonstrated. The Chief Operating and Finance Officer should liaise with the Head of Finance for the Police Authority and establish whether there is still a need for virements to be subject to approval from the Chamberlain's Financial Services Division.

CoLP Workforce Planning – Green Assurance

There are general Policies and Procedures in place that define the day to day responsibilities in achieving the strategic objectives of the Workforce Plan. There is, however, no specific risk identified for workforce planning, but the risk register does include the Transform Programme which has risks and actions related to force staffing requirements. Whilst there are criteria for police officers, there are no recruitment criteria for police staff. Evidence is required to support the statement that the results of the 2019 Staff Survey are posted to the CoLP Intranet. The plan would be enhanced by including details of the staffing costs, that is, the total cost of staff per number and grade, the difference between current staffing costs and the staffing costs of the Target Operating Model

Whilst there is a documented learning and development strategy for warrant officers, there is no similar strategy for police staff.

CoLP Grant Funding – Green Assurance

Details of specific grants for 2020/21 were received 23rd January 2020 from the Home Office. Total Core Grant for 2020-21 is £66,754,546. Specific grants for 2020-21 are £52,550,400 in total. Grant funding was reconciled to the CBIS General Ledger. Additional core grant has been received in response to Covid - 19. By examination of documented grant requirements and transactions posted to Oracle GL it was determined that grants had been correctly applied. The CoLP can demonstrate that they are aware of all grants that can be obtained.

Internal Audit Follow-up Work

5. The table below shows the outcome from Internal Audit Follow-up reviews undertaken and the timetable for completing follow-up in respect of recently completed work. Members should note that for the two follow-ups completed, all recommendations were found to be implemented.

Audit	Assurance Rating	Recommendations Made			Follow-up Date	Total Outstanding Recs	Revised Assurance Rating
		Red	Amber	Green			
Fleet Street	Amber	0	2	0	Completed	0	Green
Interpreters Fees	Amber	0	2	2	Completed	0	Green
Front Desks	Amber	1	4	0	Jan-21		
Transform Programme Phase 1	Green	0	0	0	Not required	0	Green
Financial Forecasting	Green	0	3	0	April-21	0	Green
Workforce Planning	Green	0	0	5	Not required	0	Green
Grant Funding	Green	0	0	0	Not required	0	Green

Conclusion

6. Members should note that, despite the disruption in the early part of the year, very good progress is being made in delivering the 2020-21 Internal Police Audit Plan and that the team is currently on target to complete all but one planned audit by 31 March 2021.

Appendices (non-public)

- Appendix 1 – Internal Audit Final Report: Financial Forecasting
- Appendix 2 - Internal Audit Final Report: Workforce Planning
- Appendix 3 – Internal Audit Final Report: Grant Funding

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