



Strategic Planning & Performance (Police) Committee

Date: TUESDAY, 4 MAY 2021
Time: 9.00 am
Venue: VIRTUAL MEETING - ACCESSIBLE REMOTELY

Members: Tijs Broeke (Chair)
Andrew Lentin (Deputy Chairman)
Caroline Addy
Munsur Ali
Deputy Keith Bottomley
Helen Fentimen
Alderman Timothy Hailes
Deborah Oliver
Deputy James Thomson
Deputy Philip Woodhouse

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting via YouTube at the following link <https://youtu.be/LTO9mOQcfKY>

Meeting Recordings

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

AGENDA

Part 1 - Public Agenda

1. APOLOGIES

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

3. TERMS OF REFERENCE

To receive the Committee's Terms of Reference as set out by the City of London Police Authority Board on 16 April 2021.

For Information
(Pages 1 - 2)

4. MINUTES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE

To note the public minutes and non-public summary of the Performance & Resource Management Committee meeting held on 2 February 2021.

For Information
(Pages 3 - 10)

5. PUBLIC OUTSTANDING REFERENCES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 11 - 12)

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

Report of the Commissioner.

For Information
(Pages 13 - 58)

7. HR DATA MONITORING REPORT 1 OCTOBER 2020 - 31 MARCH 2021

Report of the Commissioner.

For Information
(Pages 59 - 84)

8. END OF YEAR (Q4) POLICING PLAN - PERFORMANCE AND MEASURES

Report of the Commissioner.

For Information
(Pages 85 - 108)

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

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

11. 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

12. NON-PUBLIC MINUTES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE

To note the non-public minutes of the meeting held on 2 February 2021.

For Information
(Pages 109 - 112)

13. NON-PUBLIC OUTSTANDING REFERENCES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 113 - 114)

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

15. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

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Strategic Planning and Performance Committee

Composition

- Up to six Members of the Police Authority Board appointed by the Police Authority Board, in addition to the Chair and Deputy Chair;
- Up to two co-opted Court of Common Council Members to be appointed by the Police Authority Board.
- Up to one external independent member, to be appointed by the Police Authority Board.

Frequency of meetings

The Committee shall meet four times per annum.

Quorum

Any three members

Terms of Reference

To be responsible for:

Policing Plan and Performance

- a. Overseeing the monitoring of policing 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. Overseeing of the delivery of the City of London Police Corporate Plan and Strategic Policing Requirement;*
- d. Monitoring of HMICFRS inspections, reporting and implementation of recommendations, and other relevant reporting;*
- e. Monitoring of Human Resources performance and data not covered by the Professional Standards and Integrity Committee.*

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**PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE CITY
OF LONDON POLICE AUTHORITY BOARD
Tuesday, 2 February 2021**

Minutes of the meeting of the Performance and Resource Management Committee of the City of London Police Authority Board held remotely on Tuesday, 2 February 2021 at 10.00 am

Present

Members:

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

Officers:

| | |
|---------------|-------------------------------------|
| Simon Latham | - Deputy Chief Executive |
| Alex Orme | - Head of Police Authority Team |
| Richard Holt | - 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 Chief Financial Officer |
| Paul Adams | - Head of Governance and Assurance |
| Stuart Phoenix | - Head of Strategic Development |
| Oliver Shaw | - Detective Chief Superintendent |
| Hayley Williams | - City of London Police |

1. APOLOGIES

There were no apologies for absence received.

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

Daniel Worsley made a declaration as a member of the CIPFA.

3. **MINUTES OF THE PREVIOUS MEETING**

The Committee considered the public minutes of previous meeting of the Performance and Resources Management of the City of London Police Authority board held on the 11th of November 2020.

A Member noted that they had made a declaration as a member of the CIPFA at the last meeting which needed to be added to the minutes. In addition, it was noted by a Member that he attended the last meeting of the Committee but was not shown as an attendee on the minutes.

RESOLVED- That, subject to the corrections specified, the public minutes of the Performance and Resources Management of the City of London Police Authority Board held on the 11th of November 2020 be approved as an accurate record.

4. **REFERENCES**

The Committee received a report of the Town Clerk on the outstanding references from the previous meeting. Responding to a query from a Member the Police Commissioner confirmed that the staff survey mentioned in the report had taken place and that it was only the report on this survey which was yet to be finalised.

RESOLVED- That the report be noted.

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

The Committee considered a report of the Town Clerk on the annual review of the Committee's Terms of Reference. The Committee discussed a number of changes to the composition of the Terms of Reference for the Strategic Planning & Performance Committee and the Resource & Risk Management Committee. It was suggested that the composition of these committees be adjusted to list one external member and that the Strategic Planning and Performance Committee's Terms of Reference remove the requirement to include the Chairman of the Finance Committee or nominee.

Replying to Committee members question on the future composition of the committees and the quorum the Town Clerk explained that the quorum would be any three members as is standard governance procedure of the City of London Corporation. In addition, it was confirmed by the Town Clerk that the Committee was asked to recommend any changes required to the Terms of Reference to the Police Authority Board where the changes would be formally approved.

RESOLVED- That: -

- I. The bifurcation of the Committee into two functions: (1) Policing Plan and performance and (2) finance and asset management be approved;
- II. The proposed change in membership of the Committee be approved;
- III. That the terms of reference of the Committee, subject to the changes specified, be approved for submission to the City of London Police Authority Board for final approval; and

IV. No change to the frequency of meetings was required.

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

The Committee considered report of the Commissioner of the City of London Police on the Q3 Revenue and Capital Budget Monitoring 2020/21.

The Committee expressed concern that more than fifty percent of the savings required had not been realised noting that it was Q3 of the financial year. A Member noted that the savings appeared to be created by holding a large number of staff vacancies and that this was a damaging method for resolving the issue. In addition, it was commented that this methodology could be affecting the operational effectiveness of the City of London Police. The Police Commissioner explained that the staffing issues were on course to be resolved by the first of April. In addition, it was added that extensive use of staff overtime was in part due to pressures caused by COVID. The Chairman requested that a working group to discuss workforce planning and a report on this matter be considered.

RESOLVED- That the report be noted.

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

The Committee considered a report of the Commissioner of Police on the City of London Police Revenue Budget 2021/22. The report set out the Revenue Budget for 2021/22 and updated the financial position following the 2021/22 external settlement received in December 2020.

The Committee noted that there were significant savings still to be allocated and expressed concern that there was not sufficient detail on where these savings were to be found. The Chair of the Police Authority Board informed the Committee that he had met with the Assistant Commissioner to discuss his concerns regarding this and that a report would be prepared for the Board's consideration which would detail how the significant savings in the budget were to be realised. The Committee agreed that this additional paper detailing how the deficit would be resolved needed to be prepared to accompany the Budget report when it is considered by the Police Authority Board at its March meeting. (OR x/2021/P)

The Committee discussed the issue of vacancy rates being used to balance the Budget and suggested that this was not a prudent policy. The Commissioner of Police explained that as, eighty four percent of the Budget is allocated to staff wages adjustment to this is the most effective manner for achieving the savings of twelve percent, which were required across the City of London Corporation's budgets. A Member commented that the City of London Police should not depend on unallocated savings to achieve the saving required. Further to this it was observed by a Member budgetary concerns should not affect the operational efficacy of the City of London Police through maintaining staff vacancies. The Deputy Chairman of the Finance Committee stated that the Finance Committee had agreed that if there are operational needs some reprioritisation could be discussed. The Committee agreed that a report outlining the effect of workforce efficiencies on the operational capacity of the

City of London Police Force be prepared for Member consideration as a matter of urgency.

Responding to a Member's query the Commissioner of Police explained that it would take a number of years for the effect of the Business Rates Premium revaluations to be understood and informed the Committee that the City of London Corporation would have mitigation measures in place.

Responding to a query from the Chairman the Town Clerk explained that the Performance and Resource Management Committee was being asked to note the content of the Budget and endorse it for consideration by the Police Authority Board. Further to this the Committee commented that the Budget was only agreed noting the concerns specified.

RESOLVED- That: -

- I. The report be noted; and
- II. That the 2021/22 Revenue Budget, subject to the comments provided, be approved.

8. NEW POLICE CAPITAL BIDS 2021-2025

The Committee considered a report of the Commissioner of Police on the 2021/22 draft Capital budget presented to the Police Authority Board on 16 December 2020. The report sought approval for the new Capital Bids to be submitted to the Resource Allocation Sub-Committee.

It was noted that the Appendix detailing some of the specific bids contained sensitive operational information and this is why it was being taken in the non public section. The Chairman informed the Committee that the consideration of report's recommendation would therefore need to take place within in the non-public section of the meeting.

RESOLVED- That report be noted.

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

The Committee received a report of the Commissioner of Police on the Policing Plan 2020-23- Performance against measures for end Q3 for the year 2020-1.

In response to a question from a Member the Commissioner of Police provided the criteria for achieving a satisfactory classification for the Measures in the Policing Plan.

The Commissioner of Police confirmed that a meeting with the Lead Member for Community Policing and relevant officers at COLP had taken place as part of the SIA scheme recently. CoLP Head of Strategic Development confirmed he would circulate a briefing note to Members of the Committee after this meeting which detailed the assessment criteria for all the policing plan measures.(OR x/2021/P). .

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner of Police on Her Majesty's Inspector of Constabulary, Fire and Rescue Services (HMICFS) Inspection update. The report provided Members with an overview of activity undertaken within the last reporting period, since the last Performance and Resource Management Committee on the 9th November 2020, in response to reports published by HMICFRS.

The Chairman noted that there had been a significant dialogue between the Police Authority Team and the City of London Police on the actions taken in response to the report. In response to a Member's question on the red rating for Child Protection the Commissioner of Police confirmed that a meeting to discuss these matters further with the Member would be arranged by the Head of the Police Authority Team and the Force accordingly. (OR x/2021/P)

RESOLVED- That the report be noted.

11. INTERNAL AUDIT UPDATE REPORT

The Committee received a report of the Head of Audit and Risk Management on the Internal Audit update report. The report provided 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 financial year 2020/21. The Chairman noted that the Internal Audit position for the City of London Police was in improved position.

A Committee Member commented that the Audit Plan appeared to be overly focused on financial matters and questioned if the Head of Audit and Risk Management was confident that the Plan sufficiently covered the required areas. The Head of Audit and Risk Management confirmed that, whilst all areas were not mentioned in the Plan, he was confident the Audit Plan had sufficient coverage and noted that external support will be employed if required.

RESOLVED- That the report be noted.

At 12pm 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.

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

There were no questions received in the public session.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business considered in the public session.

14. EXCLUSION OF THE PUBLIC

RESOLVED, that under Section 100(A) of the Local Government Act 1972 the public be excluded from the meeting for the following items on the grounds they

involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

15. NON-PUBLIC MINUTES

The Committee considered the non-public minutes of previous meeting of the Performance and Resources Management of the City of London Police Authority Board held on the 11th of November 2020.

RESOLVED- That the non-public minutes of the Performance and Resources Management Committee of the City of London Police Authority Board held on the 11th of November 2020 be approved as an accurate record.

16. NON-PUBLIC REFERENCES

The Committee received a report of the Town Clerk on the non-public outstanding references from the previous meeting.

RESOLVED- That the report be noted.

17. NON-PUBLIC APPENDIX - NEW POLICE CAPITAL BIDS

The Committee considered the non-public appendix for Agenda Item 8 report on the New Police Capital Bids and the recommendations of the report which Members decided needed to be discussed in the non-public session.

RESOLVED- That the report be approved.

18. NON-PUBLIC APPENDICES - INTERNAL AUDIT UPDATE REPORT

The Committee received a non-public appendix for Agenda Item 10.

RESOLVED- That the appendix be noted.

19. UPDATED MEDIUM-TERM FINANCIAL PLAN (MTFP)

The Committee considered a report of the Police Authority Treasurer on the Updated Medium-Term Financial Plan.

RESOLVED- That the report be approved.

20. CIPFA FINANCE REVIEW IMPROVEMENT PLAN UPDATE

The Committee noted a report of the Commissioner of Police on the CIPFA Finance Review Improvement Plan Update.

RESOLVED- That the report be noted.

21. TRANSFORM PROGRAMME: UPDATE ON IMPLEMENTATION AND EFFICIENCIES

The Committee considered a report of the Police Commissioner on the Transform Programme Progress Update.

RESOLVED- That the report be approved

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

There were no questions received in the public session.

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

There was one item of urgent business received in the non-public session

12:24

Chairman

**Contact Officer: Richard Holt
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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 | In Progress- this will be submitted to the September 2021 SPPC |
| 12/2020/) (arising from closed 7/2020/P) | 16 October 2020 References – Staff Survey | Staff Survey 2020 report to be submitted to Committee from February 2021. | Assistant Commissioner | COMPLETE- (for the purposes of SPPC)-An update on the Staff Survey was submitted to all Members at the April 20 th PAB. At that meeting the Chair of the Board directed that future updates on the Staff Survey should go to the PSI Committee. |
| 13/2020/P | 02 February 2021 CoLP Revenue and Capital Budget 2021-22 | The Committee agreed that this additional paper detailing how the deficit would be resolved needed to be prepared to accompany the Budget report when it is considered by the Police Authority Board at its March meeting. | Commissioner/ COFO | COMPLETE- An updated Budget Report was submitted to the March 25 th PAB along with a further report containing contextual supporting information. |

PEFORMANCE AND RESOURCE MANAGEMENT COMMITTEE

OUTSTANDING REFERENCES

| | | | | |
|-----------|--|--|-------------------|---|
| 14/2020/P | 02 February 2021 Policing Plan 2020-23- Performance against measures for end Q3 for 2020-21 | CoLP Head of Strategic Development confirmed he would circulate a briefing note to Members of the Committee after this meeting which detailed the assessment criteria for all the policing plan measures. | Commissioner/HoSD | COMPLETE- The brief was sent to the Clerk on the 3 rd February for circulation to Members. |
| 15/2020/P | 02 February 2021 HMICFRS Update | In response to a Member's question on the red rating for Child Protection the Commissioner of Police confirmed that a meeting to discuss these matters further with the Member would be arranged by the Head of the Police Authority Team and the Force accordingly. | Commissioner/HoSD | COMPLETE- this was actioned on the 2 nd Feb and a meeting was offered to the Member with DCI Matt Mountford who oversees the Public Protection Portfolio. |

| | |
|---|---|
| Committee(s): Strategic Planning and Performance Committee – For Information | Dated: 4 th May 2021 |
| Subject: HMICFRS Inspection Update | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | 1 - People are safe and feel safe. |
| Does this proposal require extra revenue and/or capital spending? | N/A |
| 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: Commissioner of Police Pol 34-21 | For Information |
| Report author: Head of Strategic Development | |

Summary

This report provides Members with an overview of activity undertaken within the last reporting period, since your February 2021 Performance and Resources 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

2 new reports have been published in the last period, 1 with recommendations.

Inspections undertaken since last report

HMICFRS have conducted a spotlight Fraud inspection – this is a revisit inspection to assess progress against recommendations and areas for improvement from their 2019 report. This is a national thematic, City of London was inspected together with other forces and Regional Organised Crime Units.

Inspections Due

No inspections are due

Reports Due for Publication

The spotlight fraud revisit national thematic report is expected to be published June/July 2021.

HMICFRS Recommendations Overview

This report details progress against the recommendations from all live inspection action plans, summarised in the table below and detailed fully within Appendix A. There are currently 25 outstanding recommendations.

There are 7 new greens to report, demonstrating progress since your February 2021 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 [February 2021] | | Current report to your committee | |
| | National report | Force report | National report | Force report |
| <u>New Reports</u> | | | | |
| Getting the balance right? An inspection of how effectively the police deal with protests | | | 5 AMBER | |
| Regional Organised Crime Units - An inspection of the effectiveness of the Regional Organised Crime Units | | | No actions for the force | |
| <u>Previous Reports</u> | | | | |

| | National report | Force report | National report | Force report |
|--|------------------------------------|--------------|--------------------------------------|----------------|
| HMICFRS Publication - Police super-complaint: police data sharing for immigration purposes | 4 AMBER | | 4 AMBER | |
| Pre-charge bail and released under investigation: striking a balance | 2 AMBER | | 1 AMBER 1 WHITE | |
| Roads Policing – Not Optional | 2 NEW RED 2 AMBER 2 WHITE | | 2 AMBER 3 WHITE 1 NEW GREEN | |
| Child Protection – City of London Police | | 1 NEW RED | | 1 NEW GREEN |
| National Child Protection Inspections: 2019 | 2 NEW RED | | 2 NEW GREEN | |
| Cyber: Keep the light on | 2 WHITE | | 2 WHITE | |
| Shining a light on betrayal: Abuse of position for a sexual purpose | 1 AMBER | | 1 NEW GREEN | |
| Crime Data Integrity inspection 2019 | | 2 AMBER | | 2 RED |

| | | | | |
|--|--|---------------------------|---|------------------------|
| The Poor Relation - The police and CPS response to crimes against older people | 1 AMBER | | 1 RED | |
| PEEL 2018/2019 | | 1 NEW RED 1 AMBER | | 1RED 1 NEW GREEN |
| Fraud: Time to Choose | | 1 AMBER | | 1 CLOSED |
| Report on an unannounced inspection visit to police custody suites – City of London Police | | 2 NEW GREEN 1 AMBER | | 1 NEW GREEN |
| Policing and Mental Health - Picking Up the Pieces | 1 WHITE | | 1 WHITE | |
| Understanding the difference: the initial police response to hate crime | 1 NEW RED | | 1 RED | |
| PEEL: Police Effectiveness 2017 – National | 1 WHITE | | 1 WHITE | |
| Recommendation Summary | Previous report to your Performance and Resources committee [February 2021] | | Current report to your committee | |
| | National report | Force report | National report | Force report |
| New reports | 2 [plus 1 without recommendations] | 0 | 2 | |
| | | | | |
| New Green | 0 | 0 | 0 | 0 |
| Amber | 6 | 0 | 5 | 0 |
| Red | 0 | 0 | 0 | 0 |
| White | 0 | 0 | 0 | 0 |
| Closed | 6 | 0 | 0 | 0 |
| Sub-total – New Reports | 2 [plus 1 without recommendations] | 0 | 5 | 0 |
| | | | | |
| Previous reports | | | | |
| NEW Green | 0 | 2 | 4 | 3 |
| Amber | 4 | 5 | 7 | 0 |
| Red | 5 [all new] | 2 [all new] | 2 | 3 |
| White | 6 | 0 | 8 | 0 |
| Closed | 0 | 0 | 0 | 1 |
| Sub- Total – Previous Reports | 15 | 9 | 21 | 7 |
| | | | | |
| Total Prior Report Amber/Red/White Recommendations | 21 | 7 | 22 | 7 |
| | 28 | | 25 | |

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. This report provides Members with an overview of the City of London Police response to HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) continuing programme of inspections and published reports. Since the last report to your February 2021 Performance and Resources Management Committee there has been 2 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

2. 2 reports have been published since last reported to your Performance and Resources Management Committee in February 2021:
 - **Getting the balance right? An inspection of how effectively the police deal with protests**, published 11th March 2021.

In September 2020, the Home Secretary commissioned HMICFRS to conduct an inspection into how effectively the police manage protests. This followed several protests, by groups including Extinction Rebellion, Black Lives Matter and many others.

The inspection examined the following themes:

- i. How well do the police manage intelligence about protests?
- ii. How well do the police plan and prepare their response to protests? This will include the training, authorised professional practice and other guidance, equipment and technology provided to officers.
- iii. How well do the police collaborate in relation to protests? This will include mutual aid and other forms of collaboration between forces and other organisations.
- iv. How effective are the decision-making processes and how do they affect the police response to protests? This will include how well the police use their powers to manage protests, enforce the law and minimise disruption to communities. It will also include how well the police balance the rights of protesters with the rights of other people, and the impact on communities and minorities.
- v. Does the current legislation give the police the powers they need to deal effectively with protests? This will include an assessment of whether additional legislation would enable more effective policing of protests.

The report contains recommendations for the Home Office, College of Policing, NPCC and Chief Constables.

- **Regional Organised Crime Units - An inspection of the effectiveness of the Regional Organised Crime Units**, published 10th February 2021.

There are no recommendations for the force.

London is without a Regional Organised Crime Unit [ROCU] and the three forces [MPS, BTP and CoLP] whilst sitting independently, work collaboratively in a number of areas. With regards to Serious and Organised Crime [SOC], this is becoming more formalised although it has always existed in some way.

The introduction of the London Regional Organised Crime Threat Assessment [ROCTA] Team will mean that this one team, comprising of staff from the MPS, BTP and CoLP, will now own the whole Organised Crime Assessment process providing a single capability that will assess and understand the risk from serious and organised crime – it will improve the delivery and provide consistency for the three forces of London.

The forces have already collaborated in terms of creating a regional control strategy for the ROCTA which has been signed off by the Senior Governance Group. The control strategy is a list of seven priorities which is believed to outline the greatest threats from serious and organised crime in London currently.

Regional tasking, a key output of this new formalised relationship, whilst not fully devised yet, is currently being scoped with visits to neighbouring ROCUs to identify best practise before being formally implemented.

This collaboration doesn't end with the creation of this unit however – the London Region Intelligence Partnership, which sits monthly, has all three forces as well as partner agencies within its membership and this meeting can help supplement intelligence available to the attendees which will help provide further information and help in our ability to task and coordinate a police response to serious and organised crime threats and allow all three forces to be part of the 'whole system approach' to tackling SOC as highlighted in the Home Office Strategy published in 2018. Alongside this meeting, is CoLP membership at the Serious Crime Tasking meeting which is held weekly by the MPS of which a member of the SOC team sits and advises of any significant change in threat picture or capability issues.

Whilst the City is outside of the ROCU network formally, it does rely on the ROCU network particularly in terms of its National Lead Force responsibilities. Its parallel tasking process means that forces escalate fraud related investigations to ROCUs and who can in turn supply these investigations, if they are beyond the capacity and capability of the ROCU to the City through its Lead Force Operations Room for consideration around taking primacy of the investigation. The City, in its NLF capacity, may also extend advice to ROCUs and forces to help them investigate jobs. Designated officers working on Fraud

are found within every ROCU and are led by a coordinator within the National Coordinators Office based at CoLP.

The ROCTA will be the only unit with all three forces systems and staff collocated – however there are other units in force with a regional response such as the Cyber Crime Unit which also now has a regional responsibility.

Action plan progress is reported in Appendix A.

Inspections undertaken since the last report

3. HMICFRS have conducted a spotlight Fraud inspection – this is a revisit inspection to assess progress against recommendations and areas for improvement from their 2019 report.
4. City of London Police together with other forces and ROCUs have submitted documents and participated in interviews and focus groups.
5. HMICFRS are currently collating their evidence and draft recommendations and will be discussing these with the force – date to be agreed.

Inspections Due

6. No inspections are scheduled at this time.

HMICFRS Reports Due

7. It is anticipated that HMICFRS will publish their Fraud revisit inspection report, a national thematic, June/July 2021. No force level reports will be published.

Current status of HMICFRS Recommendations

8. A total of 17 HMICFRS reports have been managed by the Force during the last reporting period.
9. There are currently 25 outstanding recommendations [22 national and 3 force].
10. There are 7 new greens to report [3 force] and 5 red.

Current Status of HMIC Recommendations Summary

| Recommendation Summary | Previous report to your Performance and Resources committee February 2021] | Current report to your Board |
|--|--|------------------------------|
| NEW Green | 2 | 7 |
| Amber | 15 | 12 |
| Red | 7 [all new] | 5 |
| White | 6 | 8 |
| Closed | 0 | 1 |
| Total Amber/Red/White Recommendations | 28 | 25 |

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

Conclusion

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

Appendices

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

Stuart Phoenix
Strategic Development

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E: stuart.phoenix@cityoflondon.police.uk

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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. |

Getting the balance right?

An inspection of how effectively the police deal with protests

A national report HMICFRS
Published 11th March 2021

There are 5 actions for the force, these are currently being considered.

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|-----------|---|
| 1 | <u>Area for improvement</u> Forces should improve the quality of the protest-related intelligence they provide to the National Police Coordination Centre’s Strategic Intelligence and Briefing team. And this team should ensure that its intelligence collection process is fit for purpose. | AMBER | To be set | This report has recently been published and is currently being considered by the force. |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|-------------------------|---|
| 2 | <u>Recommendation</u> By 30 June 2022, the National Police Chiefs' Council (NPCC), through its National Public Order Public Safety Group and National Protest Working Group, should analyse the results from the national development team trial. In the light of this analysis, the NPCC should secure an appropriate longer-term arrangement for managing the risks presented by aggravated activists. | WHITE | June 2022 | This action is for the NPCC and its National Public Order Public Safety Group and National Protest Working Group. |
| 3 | <u>Recommendation</u> With immediate effect, the National Police Chiefs' Council (NPCC), through its National Public Order Public Safety Group and National Protest Working Group, should closely monitor progress on integrating the management of protest-related covert human intelligence sources with the devolved force model. And, by 30 June 2022, the NPCC should ensure that a post-implementation review is conducted. | WHITE | Immediate and June 2022 | This action is for the NPCC and its National Public Order Public Safety Group and National Protest Working Group. |
| 4 | <u>Area for improvement</u> On a national, regional and local basis, the police should develop a stronger rationale for determining the number of commanders, specialist officers and staff needed to police protests. | AMBER | To be set | This report has recently been published and is currently being considered by the force. |
| 5 | <u>Recommendation</u> By 30 June 2022, the College of Policing, through its planned review, should bring the public order authorised professional practice (APP) up to date and make arrangements to keep it current, with more regular revisions as they become necessary. It would also be beneficial to consolidate the APP, protest operational advice and aide memoire into a single source (or a linked series of documents). | WHITE | June 2022 | This action is for the College of Policing |
| 6 | <u>Area for improvement</u> The police's use of live facial recognition technology is an area for improvement. The National Police Chiefs' Council should continue to work with the Government and other interested parties. These bodies should develop a robust framework that supports forces, | WHITE | To be set | This action is for the NPCC |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
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| | allowing the use of live facial recognition in a way that improves police efficiency and effectiveness while addressing public concerns about the use of such technology. The framework should be designed to help the police satisfy the requirements explained in the Court of Appeal judgment: [2020] EWCA Civ 1058. | | | |
| 7 | <u>Recommendation</u> By 31 December 2021, chief constables should make sure that their legal services teams subscribe to the College of Policing Knowledge Hub's Association of Police Lawyers group. | AMBER | December 2021 | This report has recently been published and is currently being considered by the force. |
| 8 | <u>Recommendation</u> By 31 December 2021, the College of Policing should ensure that all Public Order Public Safety commander and adviser students attending its licensed training are enrolled in the College of Policing Knowledge Hub's Specialist Operational Support – Public Order Public Safety group, before they leave the training event. | WHITE | December 2021 | This action is for the College of Policing |
| 9 | <u>Recommendation</u> By 31 December 2021, chief constables should ensure that their forces have sufficiently robust governance arrangements in place to secure consistent, effective debrief processes for protest policing. Such arrangements should ensure that: <ul style="list-style-type: none"> • forces give adequate consideration to debriefing all protest-related policing operations; • the extent of any debrief is proportionate to the scale of the operation; • a national post-event learning review form is prepared after every debrief; and • the form is signed off by a gold commander prior to submission to the National Police Coordination Centre. | AMBER | December 2021 | This report has recently been published and is currently being considered by the force. |
| 10 | <u>Recommendation</u> By 30 June 2022, on behalf of HM Government, the Home Office should lead a joint review of police and local authority powers | WHITE | June 2022 | This action is for the Home Office |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
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| | and practices concerning road closures during protests. This should be done with the support of, and in consultation with, the Department for Transport, the Ministry of Housing, Communities & Local Government, Westminster City Council, the Metropolitan Police, Transport for London and other interested parties. The review should include a comparison of the arrangements in London with those in other parts of England and Wales. Its findings should lead to decisions on whether to: <ul style="list-style-type: none"> • retain, modify or repeal section 52 of the Metropolitan Police Act 1839 and section 21 of the Town Police Clauses Act 1847; and • establish new multi-agency arrangements for implementing road closures in London during protests. | | | |
| 11 | <u>Recommendation</u> By 30 June 2022, the National Police Chiefs' Council, working with the College of Policing, should provide additional support to gold commanders to improve the quality of gold strategies for protest policing. This support should include: <ul style="list-style-type: none"> • the creation and operation of a quality assurance process; and/or • the provision of more focused continuous professional development. The additional support should ensure that gold commanders for protest operations include an appropriate level of detail within their gold strategies. This may include the levels of disruption or disorder above which enforcement action will be considered. | WHITE | June 2022 | This action is for the NPCC working with the College of Policing. |
| 12 | <u>Area for improvement</u> The police's protest-related community impact assessments are an area for improvement, particularly those that need to be completed after the event. These assessments should assist the police to understand fully the impact of protests on communities. They should include assessments of the impact of protest on local | AMBER | To be set | This report has recently been published and is currently being considered by the force. |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
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| | residents, visitors to an area, businesses, and the critical infrastructure including transport networks and hospitals. | | | |
| 13 | <u>Recommendation</u> By 30 June 2022, the National Police Coordination Centre should revise the national post-event learning review form so that it contains a section to report on the policing operation's impact on the community. | WHITE | June 2022 | This action is for the National Police Coordination Centre |
| 14 | <u>Recommendation</u> By 30 June 2021, the Home Office should consider laying before Parliament draft legislation (similar to section 11 of the Public Order Act 1986) that makes provision for an obligation on organisers of public assemblies to give the police written notice in advance of such assemblies. | WHITE | June 2021 | This action is for the Home Office |
| 15 | <u>Recommendation</u> By 30 June 2021, the Home Office should consider laying before Parliament draft legislation (similar to section 13 of the Public Order Act 1986) that makes provision for the prohibition of public assemblies. | WHITE | June 2021 | This action is for the Home Office |
| 16 | <u>Recommendation</u> By 30 June 2022, the Home Office, working with the National Police Chiefs' Council and other interested parties, should carry out research into the use of fixed penalty notices for breaches of public health regulations in the course of protests. The research should explore the extent to which recipients complied with the scheme, and any consequential demand on the criminal justice system. The outcome of this research should inform a decision on whether to extend either the penalty notices for disorder scheme or the fixed penalty notice scheme to include further offences commonly committed during protests. | WHITE | June 2022 | This action is for the Home Office and NPCC |

Regional Organised Crime Units - An inspection of the effectiveness of the Regional Organised Crime Units

A national report HMICFRS
Published 10th February 2021

There are no actions for the force, at this time, however the HMICFRS report states “The Metropolitan Police Service, City of London Police and British Transport Police work collaboratively to tackle Serious and Organised Crime, but they do not currently have a ROCU, though this is being considered”.

Should a London ROCU be developed there are implications for the force as a result of the report recommendations.

The following is provided as a current position statement:

Currently, London is without a ROCU and the three forces whilst sitting independently, work collaboratively in a number of areas. With regards to Serious and Organised Crime [SOC], this is becoming more formalised although it has always existed in some way. The introduction of the London Regional and Organised Crime Threat Assessment team [ROCTA] will mean that this one team, comprising of staff from the MPS, BTP and CoLP, will now own the whole Organised Crime Assessment process providing a single capability that will assess and understand the risk from SOC – it will improve the delivery and provide consistency for the three forces of London. The forces have already collaborated in terms of creating a regional control strategy for the ROCTA which has been signed off by the Senior Governance Group. The control strategy is a list of seven priorities which is believed to outline the greatest threats from SOC in London currently. Regional tasking, a key output of this new formalised relationship, whilst not fully devised yet, is currently being scoped with visits to neighbouring ROCUs to identify best practise before being formally implemented.

This collaboration doesn't end with the creation of this unit however – the London Region Intelligence Partnership, which sits monthly, has all three forces as well as partner agencies within its membership and this meeting can help supplement intelligence available to the attendees which will help provide further information and help in our ability to task and coordinate a police response to SOC threats and allow all three forces to be part of the ‘whole system approach’ to tackling SOC as highlighted in the Home Office Strategy published in 2018. Alongside this meeting, is the forces’ membership at the Serious Crime Tasking meeting which is held weekly by the MPS of which a member of the SOC team sits and advises of any significant change in threat picture or capability issues.

Whilst the City is outside of the ROCU network formally, it does rely on the ROCU network particularly in terms of its National Lead Force [NLF] responsibilities. Its parallel tasking process means that forces escalate fraud related investigations to ROCUs and who can in turn supply these investigations, if they are beyond the capacity and

capability of the ROCU to the City through its Lead Force Operations Room for consideration around taking primacy of the investigation. The City, in its NLF capacity, may also extend advice to ROCUs and forces to help them investigate jobs. Designated officers working on Fraud are found within every ROCU and are led by a coordinator within the National Coordinators Office based at CoLP.

The ROCTA will be the only unit with all three forces systems and staff collocated – however there are other units in force with a regional response such as the Cyber Crime Unit which also now has a regional responsibility.

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|---------------|--|
| 1 | <u>Recommendation</u> By March 2021, the Home Office should consider what changes to legislation can be made to allow the NCA to formally task ROCUs. | WHITE | March 2021 | This action is for the Home Office. |
| 2 | <u>Recommendation</u> By February 2023, the NPCC lead for SOC, with the Home Office, should devise a technical solution to make exchanging sensitive intelligence between organisations more efficient, and then encourage its adoption and adherence by all relevant forces and the NCA. | WHITE | February 2023 | This action is for the NPCC lead for Serious and Organised Crime |
| 3 | <u>Recommendation</u> By February 2022, chief officers responsible for SOC in each region, with the chief officers of the affected forces, should make sure that systems are in place for SIOs and LROs to work effectively together. | WHITE | February 2022 | This action is for Chief Officer with responsibility for SOC in each Region. |
| 4 | <u>Recommendation</u> By February 2022, the chief constable with the lead for SOC in each region, with the chief officers of the affected forces, should ensure that a chief officer is appointed with responsibility for each ROCU, as far as practicable working autonomously of force responsibilities. | WHITE | February 2022 | This action is for Chief Officer with responsibility for SOC in each Region. |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|---------------|--|
| 5 | <u>Recommendation</u> By August 2021, the NPCC lead for ROCUs, with the NPCC lead for counter corruption, should publish an anti-corruption strategy for ROCUs and then encourage its adoption and adherence by all relevant forces. | WHITE | August 2021 | This action is for the NPCC lead for ROCUs and NPCC lead for counter corruption. |
| 6 | <u>Recommendation</u> By February 2022, the NPCC lead for SOC should design a national function that can make sure ROCUs operate in a co-ordinated and consistent way across England and Wales; the Home Office and other relevant interested parties should adopt the arrangements so devised and provide the necessary resources to ensure their successful operation. | WHITE | February 2022 | This action is for the NPCC lead for SOC |
| 7 | <u>Cause of concern</u> We found that the complexity and short-term nature of ROCU funding has a significant detrimental effect on how well they operate. We also found that local interests, rather than regional and national threat, risk and harm, affected prioritisation. Feedback from across the ROCUs, from senior managers to frontline staff, consistently identified funding as their top concern. This was echoed when interviewing national leads. Business leads find it difficult to plan, staff face uncertainty about the tenure of their posts, ROCUs struggle to attract and retain talent based on fixed-term arrangements and they can't invest effectively in specialist capabilities. This is neither effective nor efficient and is a cause of concern. <u>Recommendation</u> By February 2022, the Home Office should lead work with the NPCC and the APCC to identify a sustainable funding model for ROCUs that: | WHITE | February 2022 | This action is for the Home Office |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|----------|---------|
| | <ul style="list-style-type: none"> provides long-term clarity and certainty to the funding position of the ROCUs, to allow for future business planning and more financial stability; and enables ROCUs to lead the response to SOC in their region | | | |

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 and are in progress.

| 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 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). | AMBER | February 2021 for initial review [completed] June 2021 for the revision | Following initial consideration of the report recommendation it has been determined that the force Domestic Abuse SOP needs to be revised to offer specific guidance. A deadline of June 2021 has been set for the Domestic Abuse SOP to be revised, signed off and published. |

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>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. | | and publication of force SOP | |
| 4 | <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; | AMBER | <p>February 2021 for initial review [completed]</p> <p>July 2021 for the review of</p> | <p>Following initial review of the report recommendation it has been determined that completion of this action is, in part dependant upon the Home Office and NPCC to develop a safeguarding protocol [recommendation 3].</p> <p>Currently there is no timeline for deliver by the Home Office and NPCC and the force maintains a watching brief.</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|--|---|
| | <ul style="list-style-type: none"> 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; 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. | | relevant forces SOPs although compliance with this recommendation is dependant upon delivery of recommendation 3 by the Home Office and NPCC | In the meantime, force SOPs are to be reviewed to ensure adequate guidance and signposting. |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|--|--|
| 5 | <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. | WHITE | February 2021 for initial review [completed] | Delivery of this recommendation is heavy dependant upon outcomes from other report recommendations which are yet to be completed by partners. However review of force SOPs will be undertaken |
| 8 | <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 our HMICFRS Force Liaison Lead. Action plans for new reports are also to be produced in consultation with the HMICFRS FLL. |

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.

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|---|--|
| 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 | March 2021 [completed] June 2021 for a report to CSB | Following initial review, a report is to be produced for June 2021 Crime Standards Board – this will document existing practises and safeguarding identifying any additional measures that have been put in place to address apparent gaps. It is anticipated this will be a joint [Custody Manager, Crime DCI] report. |
| 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. | WHITE | March 2021 for initial review [completed] | The current position has been identified. The MG3 is embedded in the Niche system and a revised form is anticipated from the regional Niche group. Consultations conducted by region were to have concluded in February 2021, but the force is aware that this has slipped. At this time no timeline for delivery has been established by the Niche regional group and the force remains in contact. |

Roads Policing – Not Optional

A National report HMICFRS

Published 15th July 2020

There are 10 recommendations for the force, 4 are completed, 1 closed [not applicable] and 5 in progress.

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|--|---|
| 6 | <p><u>Recommendation</u></p> <p>With immediate effect, chief constables should make sure:</p> <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. | AMBER | <p>September 2020 for an initial position</p> <p>November 2020 for review and reinstatement of the RDR Partnership by the CoL</p> <p>Deadline now April 2021 [subject to review]</p> | <p><u>[bullet 1] analytical capability</u></p> <p>Sustained analytical support has been an issue for the Roads Policing unit previously. The Force Intelligence Unit, who provide this support is aware of the issue and intends to produce a dashboard on a quarterly basis. The next quarterly dashboard [post January 2021] will be produced, although the data to support it will be lower in volume - reduced due to the impact of Co-vid on traffic in the City.</p> <p>The City of London partners have no analytical capability.</p> <p>The Road Danger Reduction [RDR] Partnership meetings, lead by the City of London Corporation, have been suspended until early 2021. A meeting took place on the 11th January 2021, to set out expectations. No analysis reports were submitted.</p> <p><u>[bullet 2] Information shared</u></p> <p>Dashboards produced will be shared.</p> <p>A RDR partnership meeting has been scheduled by the CoL [13th April 2021] and the Force Intelligence Bureau has produced a 6 monthly report for the meeting.</p> <p><u>[bullet 3] evaluation of road safety initiatives</u></p> <p>This area requires development in partnership with the City of London. A meeting took place with the City's Strategic</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
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| | | | | <p>Transportation Team lead to discuss and these will be monthly moving forward.</p> <p>However, the expectation is very much that City of London Police provide the analysis for the City of London to use.</p> <p>This issue needs to be considered by the RDR partnership.</p> <p>At this time only City of London Police officers are undertaking operational RDR initiatives – evaluation of this initiative are yet to be evaluated by the partnership meetings.</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 [subject for review]</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 of London 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> <p>This action is held at WHITE pending a response from TfL – a new deadline has been set for review</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|--|--|
| 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> | WHITE | <p>September 2020</p> <p>Extended to January 2021 pending future regional and national meetings taking place]</p> <p>Now April 2021 since no</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 white pending Superintendent level representation at national and regional meetings – none have been scheduled. This position remains unchanged and the</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
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| | | | future pending future regional and national meetings have been scheduled at this time | deadline extended to April 2021 [to establish if national/regional meeting have resumed] |
| 15 | <u>Area for Improvement</u> The efficient and effective exchange of all collision data with other relevant bodies is an area for improvement. | AMBER | September 2020 [subject to review] Now November 2020 [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: Data collation and analysis, evaluation and effectiveness of the Road Danger Reduction partnership need to be better – the restoration of RDR partnership meetings [11/1/2021] will assist together consideration of analysis reports at the meetings. The force has an analysis report for presentation to the 13 th April 2021 RDR partnership meeting. The force does use the Crash system to report to DfT and TfL, although with the caveat of data accuracy. Progress is linked to 6 above; deadlines have therefore been aligned. |
| 16 | <u>Area for Improvement</u> | NEW GREEN | November | Insp Road Policing has successfully bid through Training Improvement Board [November 2020] for an in-house modular Roads Policing Traffic Patrol Course which commenced delivery |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
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| | The awareness and understanding of the changes in the Professionalising Investigation Programme within police forces is an area for improvement. | | 2020 for initial response Now February 2021 to confirm delivery of training | January 2021 and is aligned to ongoing work from the College of Policing. The force will develop further training plans as further details from the College of Policing are made available. |

Child Protection – City of London Police

A HMICFRS force report
Published 10th July 2020

There are 6 recommendations for the force all complete.

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|-----------|-------------------------------------|--|
| 2 | <u>Recommendation</u> We recommend that, within three months, City of London Police should review its systems and practice to ensure that: <ul style="list-style-type: none"> [1]warning markers and flags are used to alert responders to risk and vulnerability; and | NEW GREEN | November 2020 Now March 2021 | <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"> [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. | | | <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>Additionally, special schemes have been included on the force control system to highlight Child Protection Plans, VISOR nominals [violent / sexual offenders]. This has been supported by the provision of prompts sheets for use by control staff and a PowerPoint briefing document and a link to the force vulnerability booklet.</p> <p><u>Bullet 2</u> New onscreen messaging has been developed within the control system based on the THRIVE + model.</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 completed 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 |
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| 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> | NEW GREEN | <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>Now December</p> | <p><u>Initial contact/assessment of risk of children/YP coming to notice & consideration of the child's/YP circumstances</u></p> <p>The force operates a number of safeguarding practises that reduce the likelihood of unnecessarily criminalising children.</p> <p>City Silver visits to all vulnerable detainees in custody</p> <p>The completion of PPNs that are reviewed by PPU supervisors and follow-up at DCM</p> <p>Additional steps include - Enhanced monitoring arrangements of PPNs [VSG and CSB].</p> <p>The production of a pre-arrest/warrant safeguarding checklist</p> <p><u>Decision maker awareness and guidance for officers when dealing with children/YP for offences</u></p> <p>A training package has been developed for force Evidential Review Officers – delivery commenced January 2021. The training includes the NPCC National Strategy for Charging and Out of Court Disposals for juveniles.</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|-----------|--|---|
| | | | 2020 to allow for a report to be considered at Vulnerability Steering Group Extended to April 2021 to enable actions to be embedded | <p>The force intranet include dedicated guidance for vulnerable people [including children] in Custody.</p> <p>Additional steps include - The Custody Manager is linking in with PPU to enhance messaging within Custody [new display screens]. Further mandatory vulnerability training is to rolled out across the force.</p> <p><u>The monitoring and analysis of outcomes for children/YP who come into custody</u></p> <p>A monitoring process is in place for Children coming in Custody – reported to VWG, CSB and shared with the CoL.</p> <p>Most children are released under investigation. First offences are referred to the YOT who direct the outcome</p> <p>Additional steps include - All outcomes/disposals will be reviewed to check each child has been afforded the very best opportunity to avoid the unnecessary criminalisation.</p> <p>The Custody manager will review all custody records relating to children to manage performance and compliance.</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> | NEW GREEN | <p>No date set by HMICFRS</p> <p>September 2020 for the review</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</p> | |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|----------------|---------|
| | | | to be embedded | |

Cyber: Keep the light on

A national report by HMICFRS
Published October 2019

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

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|--|---|
| 1 | <p><u>Recommendation</u></p> <p>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:</p> <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 | <p>November 2020</p> <p>Now pending publication of the Mackey Serious and Organised Crime review</p> | <p>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.</p> <p>To date progress has been held pending the outcome of the independent serious and organised crime review led by Sir Craig Mackey.</p> <p>The Home Office is the lead for this recommendation.</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|---|--|
| 4 | <p><u>Areas for improvement</u></p> <p>The National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime should revise the key performance indicators contained within the council's minimum capability standards for force cyber crime units. The revised standards should make clear:</p> <ul style="list-style-type: none"> • [1]the minimum standards for investigation; • [2]the role of regional cyber crime co-ordinators in the recording, management, and review of cyber crime investigations; and • [3]the use of the weekly list provided by the National Fraud Intelligence Bureau to comply with the performance indicators. | WHITE | <p>No deadline set by HMICFRS</p> <p>November 2020 for an initial position Now pending the publication of the Mackey Serious and Organised Crime review</p> | <p>Bullets 1 and 2 are the remit of the NPCC lead and were not for the force to progress until August 2020 when the Commissioner became the NPCC lead following the retirement of CC Goodman. To date progress has been held pending the outcome of the independent serious and organised crime review led by Sir Craig Mackey.</p> <p>Bullet 3 – the use of the weekly lists [completed]. Revised guidance has been produced which is sent together with the weekly lists provided by the National Fraud Intelligence Bureau. This guidance is specific in the purpose for which the list is to be used.</p> <p>This guidance will be reviewed upon any future standards set by the NPCC lead for Cyber Crime.</p> <p>The performance indicators referred to within the recommendations were set by the National Board Force Specialist Cyber Capability Project Board.</p> <p>Any future plans with regard to bullet 1 and 2 [NPCC lead] will be handled within business as usual.</p> |

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

A national report by HMICFRS
Published September 2019

This report makes 6 recommendations, 1 sub-divided and are complete.

| Recommendations & Areas for Improvement | | Status | Due Date | Comment | |
|---|---|--------------|--|--------------|---|
| 4a | <p><u>Recommendation</u> By April 2020, all forces that haven't yet done so should:</p> <ul style="list-style-type: none"> • [1] record corruption using the national corruption categories; • [2] produce a comprehensive annual counter-corruption strategic threat assessment, in line with the authorised professional practice; and • [3] establish regular links between their counter-corruption units and those agencies and organisations who support vulnerable people. <p>Where forces are yet to implement an effective ICT monitoring system that allows them to monitor desktop and handheld devices, they should do so as soon as reasonably practicable.</p> | NEW GREEN | 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 | NEW GREEN | 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> This was install in March 2021, with full rollout completed during April 2021.</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> The force should immediately improve its collection and analysis of equality data through its crime reporting and recording systems</p> | RED | <p>February 2020</p> <p>Extended to September 2020</p> | <p>Age and gender have already been recognised within the HMICFRS report as being collected. The force is currently conducting a benchmark exercise with other forces to establish</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|---|--|
| | | | <p>Extended to February 2021</p> <p>Now June 2021 pending the results of benchmarking</p> | <p>if disability, religion and sexuality are recorded on crime reports? If so, what system they are you using to record it and how they use the data.</p> <p>The results of this benchmark will inform the force decision as to how to proceed.</p> <p>Strategic Development are aware that there are operational concerns that the process of collecting equality data may alienate victims reporting their crimes.</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> | RED | <p>February 2020</p> <p>Extended to July 2020 but need to be reviewed [Reported to PAB]</p> <p>Extended to September 2020 to ensure improve</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 • The force Corporate Communications department will be engaged to support messaging • Digitisation of Cannabis Warnings and PND will be pursued. |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|---|--|
| | | | nts are embedded Extended to July 2021 | <p>Initial improvements were observed but not sustained and additional management actions is necessary.</p> <p>Consideration was being given to the implementation of the 2 Tier process, however the Ministry of Justice is instigating it own [formal] plans in this area – this is unlikely to achieve royal assent until the end of 2021</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 July 2021 [subject to review] to establish if the Ministry of Justice plans are progressing and to determine if management action has improved existing practises.</p> |

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

A national report by HMICFRS
Published July 2019

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

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|---|--|
| 10 | <p>Cause of concern Some victims may not be receiving support services, and some support services don't work as well as they could. This is because the police don't always refer victims when they should, support services don't have ready access to police information, and witness care arrangements are sometimes provided separately.</p> <p><u>Recommendation</u> Within six months, chief constables should work with police and crime commissioners and their mayoral equivalents, and other relevant organisations, to review whether victim support services can be provided in a better way.</p> | RED | <p>January 2020</p> <p>Extended to November 2020 [Previously Reported to PAB]</p> <p>extended to February 2021 for review</p> <p>Now July 2021 pending appointment of a force Victim Champion</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 practice has been complied with – findings reported to Force Crime Standards Board.</p> <p>With regard to non-economic crime victims: The force undertakes dip samples to identify learning which is then reported to the Crime Standards Board, these dip samples include qualitative checks on the service provided.</p> <p><u>Next Steps</u> Evidence that victims services have been reviewed [with partners] to establish if they can be enhanced, is still required.</p> <p>This element was being progressed by the force Victim Champion via Virtual victim journey workshops. However progress has stalled with the secondment of the victim champion to another role.</p> <p>Under Transform the need for a champion has been recognised to work within the Force Resolution Centre. Recruitment for this role will commence following internal signoff.</p> <p>This position is unlikely to be filled before July 2021 – the deadline is extended accordingly, in the meantime a senior officer has volunteered to progress in addition to their existing duties.</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|----------|---------|
| | | | | |

PEEL 2018/2019

A force report by HMICFRS

Published May 2019

This report makes 11 areas for improvement for the force; 10 complete 1 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. | RED | December 2019 set to align with the next inspection anticipated early 2020. Reset to June 2020 [Reported to PAB] Extended to | 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 stated that surveying falls outside the scope of this role. This HMICFRS area for improvement seeks Domestic Abuse surveying to be expanded to other vulnerable victims – increasing demand. |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|-----------|---|---|
| | | | <p>November 2020 subject to review</p> <p>Extended to April 2021 [subject to review]</p> <p>Now July 2021</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 has agreed an expansion of the service with victim support, who recruited a new VVA but they failed to start in April 2021. Victim support are re-advertising.</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. A report is expected to be available for the June 2021 Vulnerability Working Group.</p> <p><u>Deadline Rationale</u></p> <p>A revised deadline of July 2021 is set to review the current position for the recruitment of the VVA by victim support and to receive the independent report.</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; • 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 | NEW GREEN | <p>December 2019 set to align with the next inspection anticipated early 2020.</p> | <p>The first point has been addressed and recruitment is now complete and officers are in post and will continue to work on point three.</p> <p>In terms of the second point: New IT system. – this was install March 2021 with full rollout during April 20201 [see Shining a light on betrayal: Abuse of position for a sexual purpose, 4a above]</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|---|--------|--|---------|
| | <ul style="list-style-type: none"> • builds effective relationships with individuals and organisations that support and work with vulnerable people. | | <p>Now November 2020 [Subject to Co-vid]</p> <p>Now April 2021</p> | |

Fraud: Time to Choose

A national report by HMI-CFRS
Published April 2019

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

| 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> <p>The use made of the system by police forces should be monitored and evaluated to identify best practice.</p> | CLOSED | <p>September 2019, March 2020</p> <p>Extended to November 2020</p> | <p>The requirement is to publish a timetable for implementing the revised Know Fraud system, making clear which services are to become available at each stage of implementation and thereby enabling forces to make use of each service. The delayed delivery of enhancements and related issues with the contractor have prevented a timetable being produced and communicated with Chief Constables.</p> |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|---|--|
| | | | [Previously reported to PAB] Now extended to January 2021. | This action has been closed since these enhancements [Know Fraud] have not been delivered; however reference has been made to the Next-Gen Board to ensure there is appropriate communication with forces. |

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 which are complete.

| 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. | NEW GREEN | December 2019 to align with the HMICFRS return visit Now extended to July 2020, subject to | A process is in place to monitor and review the availability of fully accredited staff. Overtime monitoring has been enhanced and authorisation changed to the Custody Manager from Group Inspectors. Duty planning allocate shifts to resilience officers to ensure they maintain their accreditation. An alternate process for allocation of resources was implemented; controlled by Custody Inspector. A dedicated Custody staffing group has been established on a 3 month rolling basis sourced from Response Groups, alongside Dedicated Detention Officers and |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|--|---|
| | | | <p>review, to align with Transform</p> <p>Now October 2020 to aligned with Transform subject to review</p> <p>Now March 2021</p> | <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> <p>Reports were presented to SMB 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 (i.e. Supt and Chief Insp dedicated to CJS and Custody Services above Custody Manager (Insp)) in addition to re-engineered processes to drive improvements.</p> <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 |
|---|--|--------|----------|---|
| | | | | It is scheduled that the new CJS/Custody function goes live by June 2021, with responsibility transferring by March 2021. |

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> <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> | 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> |

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 monitored by force governance processes, including external scrutiny. | RED | <p>December 2020</p> <p>Then February 2021</p> <p>Now June 2021 to enable Sector Policing to embed changes from Transform implementation</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 [late 2020] and it is now been considered by the force however this has coincided with the transfer of responsibilities for Hate Crime and the implementation of Transform.</p> <p>The following actions have been developed:</p> <ol style="list-style-type: none"> 1) PPU will review the current SOP to include the new links to APP and the need to follow the minimum standard of response 2) Sector Policing will then take ownership of the SOP and are going to make the required changes relating to the governance (SRO, deputies etc, and how feeds in to VWG/VSG. PPU [DI] will remain investigation lead. 3) T/DCI Crime will incorporate Hate Crime in to the Dip Sampling schedule. Showing internal scrutiny 4) Once the additional VVA post is in place [commencing shortly] – the independent survey of victims of hate crime 5) External scrutiny, Sector Policing ensure arrangement are in place via the IASG. |

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|----------|---|
| | | | | The deadline has been reset to June 2021 to enable Sector Policing to embed necessary changes |

PEEL: Police Effectiveness 2017 – National

A national report by HMICFRS

Published March 2018

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

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

| Recommendations & Areas for Improvement | | Status | Due Date | Comment |
|---|--|--------|---------------------------------------|---|
| 3 | <p>Recommendation</p> <p>The College of Policing, working with the NPCC leads, should develop an approach to peer review. This approach should support forces to work with each other to improve how they identify, respond to and keep safe vulnerable victims. The infrastructure to support peer reviews should be in place by September 2018 with the first reviews taking place by January 2019.</p> | WHITE | September 2018 And January 2019 | <p>Details of the peer review approach have not been released by the College of Policing at this time.</p> <p>Local peer review and opportunities to share best practice are being developed through the regional Vulnerability Steering Group chaired at commander level by the MPS. BTP are in attendance. The force submitted its Vulnerability Action Plan to the NPCC lead (Norfolk) Although broadly positive, feedback was received that we needed to improve our strategic training with partners. Supt UPD Ops is negotiating attendance for CoLP and relevant COL leads to attend the highly recommended MPS-designed Hydra exercise called the Strategic Partner Agency Safeguarding Exercise (SPASE) designed for senior leaders in policing, health, education, children and adult services.</p> |

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

| | |
|---|---|
| Committee(s): Police: Strategic Planning and Performance Committee | Dated: 4 th May 2021 |
| Subject: HR Data Monitoring Report 1 st October 2020 – 31 st March 2021 | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | 1,3 and 8 |
| Does this proposal require extra revenue and/or capital spending? | N/A |
| 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: Commissioner of Police Pol 35-21 | For Information |
| Report author: Julia Perera, HR Director | |

Summary

This report sets out the City of London Police ('the Force') Human Resources monitoring data for the period between **1st October 2020 to 31st March 2021**. The data presented is in the format previously agreed by the Committee. The data in the report includes information on:

- **The force strength** – which at the end of March 2021 was 861.35 (FTE) Police Officers and 493.87 (FTE) Police Staff. The figures include PCSOs, apprentices and staff that are in funded posts.
- Please note that the Establishment was 506.06 for staff and 888 for Officers.
- **Sickness** – The average working days lost for Police Officers is 4.3 days and for Police Staff is 5.3 days during this period. Using Home Office national measures, the absence rate for officers for the period was 1.6% and the absence rate for staff was 2.01%. [Note that this data does not include Covid related sickness]
- **Grievances** – One new grievance case has been submitted during this period.
- **Employment Tribunals** – There have been no new Employment Tribunal cases submitted during the reporting period.

Recommendation

Members are asked to note the Report.

Main Report

Background

1. The City of London Police Human Resources Directorate provide a performance monitoring report to the Police Performance and Resource Management Committee which has now bi-furcated and so this report will in future be reported to the Strategic Planning and Performance Committee (SPPC). This report covers the reporting period between 1st October 2020 and 31st March 2021.

Workforce Management

2. As of 31st March, the City of London Police has an overall strength of 861.35 Police Officers, against an Establishment model of 888. The Establishment is based on the agreed Force Structure models. Significant work continues to be taken regarding workforce planning. The Strategic Workforce Planning Meeting, which is chaired by the Assistant Commissioner, oversees all workforce planning activity within the force and reviews the force structure to ensure that we continue to operate in line with financial boundaries.
3. Due to the increase in recruitment activity in the last year, additional governance reporting into the Strategic Workforce Planning Meeting had been enacted. This included a Recruitment Gold Group chaired by The Director of HR. Following the success of the recruitment activity the Recruitment Gold Group has been closed. However due to the continuing high levels of recruitment activity and the challenges regarding funding a Recruitment Oversight Board has now been introduced to oversee activity.
4. Recruitment activity is ongoing for Police Officer posts. This targets skill gaps within the force such as Firearms Officers, Operation Servator and Financial Investigators as well as filling management gaps via promotion processes.
5. The force's Workforce Plan which was introduced in December 2016 is a living document and updated every 6 months to ensure that as a force we have an understanding of our current priorities, demands and threats, mapped against our workforce numbers, skills and demographics. The Workforce Plan is closely linked with the Strategic Threat and Risk Assessment (STRA) process. The Workforce Plan is supported by a 5 year recruitment plan, which details the promotion, transferee and other bulk recruitment campaigns to ensure we meet our demand; there is also a 5 year training plan which takes into account the skills required across the force. All of this activity is driven by the City of London Police's Corporate Plan.
6. As of 31st March 2021, the strength of Police Staff is currently 493.87 (FTE) against an Establishment model of 506.06. These figures are inclusive of Police Community Support Officer's (PCSO) and staff on current fixed-term contracts. A robust framework has been implemented to monitor the number of agency staff roles and continues to be closely monitored by the Strategic Workforce Planning Meeting.

Table of CoLP Officer and Staff Establishment Figures vs Strength as of 30/03/2021

| Rounded FTE | | 31/03/16 | 31/03/17 | 31/03/18 | 31/03/2019 | 31/03/2020 * | 30/03/2021* |
|--|---------------|-----------------|-----------------|-----------------|-------------------|---------------------|--------------------|
| Officers | Establishment | 730.5 | 735 | 735 | 756 | 843 | 888 |
| | Strength | 698.86 | 675.49 | 695.38 | 735.47 | 767.72 | 861.35 |
| Staff | Establishment | 450 | 468.1 | 451.10 | 451.10 | 518.22 | 506.06 |
| | Strength | 413.71 | 411.46 | 443.20 | 413.02 | 444.49 | 493.87 |
| PCSO's (included in staff numbers) | Establishment | 22 | 22 | 14 | 6.79 | 6.79 | 5.79 |
| | Strength | 16 | 11 | 8 | 5.79 | 4.79 | 4.79 |
| Specials | Establishment | 100 | 100 | 100 | 100 | 100 | 100 |
| | Strength | 55 | 58 | 73 | 76 | 76 | 79 |
| Agency | Strength | 18 | 18 | 33 | 24 | 8 | 14 |
| Volunteers | Strength | 23 | 21 | 9 | 12 | 10 | 18 |

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

7. Due to both the growth last year of 61 posts and the allocation of posts as part of the government's drive to increase UK Police Officers by 20,000 additional probationer intakes took place that were detailed in the workforce plan for 2020/21. The force continues to also profile in regular transferee officer campaigns which will target skills that the force require.
8. In order to manage this growth in Police Officer numbers, revised recruitment methods and procedures have been developed to increase capacity and improve the customer experience for all. Learning & Organisational Development have had to adapt to larger intake classes and different methods of instruction to maintain delivery during the Covid 19 pandemic.
9. Covid 19 has led to changes in ways of working for all staff, however in relation to recruitment HR Services during this period ensured that all recruitment continued by adopting different recruitment tools such as online interviews. We continue to monitor the situation and risk assess all work, whilst maintaining the pace of growth required to reach establishment.
10. The vetting unit within Professional Standards Department, which supports recruitment activity is a key strand with the Recruitment Gold Group and we continue to streamline and improve vetting times. The vetting unit have also been impacted by Covid 19 but suitable risk assessed processes were introduced to ensure we could maintain the service.
11. The force will be undertaking a new process for Student Officer Recruitment using the College of Policing's 'Police Educational Qualifications Framework' (PEQF) which will aim to attract a diverse range of applicants and further professionalise our Service. The first intake in this method will join us in Summer 2021, we will work with our Higher Education Partner, Coventry University, to jointly deliver. Working groups at both tactical and strategic levels have been created and are meeting weekly to implement plans as the launch of this challenging new development draws closer.
12. Our collaboration with Police Now resulted in a diverse group of high-calibre graduates joining the Crime Directorate in January 2021 as direct entry detectives. The appointed syndicate lead within CoLP coordinated the training

and development functions to ensure that the new officers received the best possible start to their detective careers. This has proved highly successful with all passing their National Detective examination.

13. Currently in CoLP we have 18 volunteers spread across all directorates of the force. Work is on-going to increase this number. In addition, we have in excess of 100 in the First Aid Nursing Yeomanry (FANY) some of whom supported the response to Covid 19.
14. Based on our attrition rates and predicted retirements over the next five years the force has built within its workforce plan & recruitment strategy that we will be recruiting increased intakes of probationers and more transferees, which supports the force's corporate plan. This plan reflects the national uplift for year 1 and year 2 and also reflects the skills the force will require for the next 5- 10 years. The workforce plan also takes into account the Strategic Threat and Risk (STRA) process and the Transform Programme outcomes.

People Development

Talent Delivery:

15. The Talent Development delivery plan gives a strategic overview of the framework for the delivery of the plan against define, attract, select, develop & manage, engagement & retention and management of talent linked to the Corporate Plan. This clearly outlines the roles and responsibilities across the force. Action leads from across the force meet regularly to monitor implementation of the plan. Focus in the next quarter will be on communicating the many initiatives that have been delivered both by L&OD and business areas across the force, we will ensure that the overall aims of the delivery plan are shared and good practice signposted across the force.
16. Delivery of application and Interview workshops for all officers and staff has continued throughout the pandemic. Workshops specifically linked to the recent Sergeants and Inspectors processes have been well attended and positive feedback received from candidates.
17. The three tier mentoring has been reviewed and we are recruiting and training 15 new internal mentors and developing relationships with external partners, including Amazon and the armed forces.
18. Reverse mentoring – we have launched a reverse mentoring pilot, with 5 mentors ranked from Constable to Inspector and 5 mentees ranked Superintendent and Chief Superintendent. We have 4 more pairs that will join the pilot in July.
19. The Positive Action Leadership Scheme (PALS) was launched in December 2020 and three out of six modules have been delivered. Feedback from delegates has been positive. The programme focuses on the personal and professional development of individuals, providing tools for colleagues to progress their careers, whether for promotion or lateral development. A review

will take place in the summer to plan how this programme will be rolled out across the force.

20. Work continues with the senior leadership team to embed the forces leadership and cultural commitments. A leadership development Continuous Professional Development (CPD) event was delivered to SLT in March and similar sessions will be rolled out to all supervisory ranks and grades over the coming months. Aligned to this work, Learning and Organisational Development (L&OD) are working with the Transform Team on a cultural journey that will support the force. The L&OD team continue to work with Transform through a series of cultural workshops and leadership development sessions which will all include an element of how business areas can work together to solve problems and develop a single force ethos.
21. The Personal Development Review (PDR) system has been further upgraded in April 2021. The new version is able to provide a more holistic people development structure for the force. It will be able to capture and analyse any development needs of each employee and will have the ability to report these needs. The benefits of the new system will be highlighted further in future committee reports as the system is embedded within the force.

PEQF (Policing Education Qualifications Framework):

22. In March 2021, our final cohort of student officers under the 'IPLDP' (Initial Police Leadership Development Programme) successfully passed out at Wellington Barracks. Moving forwards, all of our student officer training will come under the PEQF umbrella. We continue to work closely with Coventry University as we design this training programme, the curriculum for both the two year programme (for existing degree holders) and the three year programme (for new apprentices) has been largely agreed and our initial submission approved by the College of Policing.
23. Our panel to gain formal approval from the College takes place at the end of next month and we continue to work towards both this and our application for RoATP (Registration for Apprenticeship Training Providers) where we aim to gain approval later in the summer. Through successful co-ordination with the College of Policing, where we continue to attend national PEQF working groups, and Coventry University, we are ensuring we will be able to deliver our first PEQF cohort later in 2021.

Training Needs Analysis:

Detective PIP¹ Training Needs Analysis

24. In late 2020/early 2021, work commenced between L&OD and the Crime Directorate to implement a new monitoring system for all PIP detective training, accreditation and continuing professional development. This new system provides a means of ensuring all CoLP PIP accredited detectives operate in

¹ Professionalising Investigation Programme- PIP

line with the College of Policing's requirements on operational competence to maintain accredited detective status. The new system will monitor this accreditation as well as identifying training and skills gaps. To date the current system has been implemented for all PIP2 detectives and work has begun to configure PIP3 and PIP4 roles on the system. This work complements the ongoing efforts of the L&OD Crime Training team who have re-launched the detective pathway programme for trainee detective constables and are establishing a programme of CPD for existing detectives alongside the Crime Directorate.

Forcewide Training Needs Analysis for Transform Operating Model

25. In response to the work of the Transform Programme, training requirements for each of the new services under the Transform Operating Model have been scoped by the respective design leads. This is to ensure the workforce is suitably prepared and skilled to ensure the changes to the operating model are successfully implemented and the benefits of the programme fully realised. The Transform Programme team and L&OD have been working closely together on this piece of work and an overarching review of the transform training requirements is to be held in Spring/Summer 2021 with ratification of the training being provided by T/Commander Evans. The current Skills Matrix Report will then be reconfigured to align to the new organisational structure and mapped to include the new training needs.

Recovery Options for Mandatory Training (Op Tamar)

26. Through the introduction of various safety measures including social distancing and insistence on lateral flow testing prior to participation, we have been able to re-start delivery of face to face mandatory training where necessary. In particular, where our compliance is a matter of critical risk, including personal safety training, first aid training, driving school courses and custody training. Our programme of prioritisation is ensuring that people are being refreshed prior to a lapse in training.

Custody Training:

27. Since October 2020 we have delivered 21 custody refreshers, 2 custody Inspector courses, 1 gaoler course and 2 custody Sergeant initial courses. We have also upskilled 2 additional staff for additional resilience - one to deliver gaoler training and one to deliver to custody Sergeant training.

Continued Professional Development (CPD)

28. CPD remains a priority for the force. We continue to deliver 'Focus on' sessions, available to all staff and officers regardless of rank and role, these have now moved to online delivery with attendance continuing to thrive.
29. In April 2021 we are launching Module 4 of our Management Development Programme (MDP), this session focuses on effective finance and budgeting with both first and second line management invited to attend. The sessions will be recorded and form part of an online learning programme for staff to refer to.
30. A number of Sergeants and Inspectors have started on pathways as part of the police professional promotion framework under the tutorship of L&OD staff. The management course for Sergeants 'Core Leadership programme' is booked for the second week of May and will be run online. The equivalent Inspectors course is planned for delivery later in the year.
31. All officers are receiving a bespoke refresher in public order and stop search training this summer, this is in response to recent events where we have witnessed an increase in protest activity. Front line officers will also be receiving additional vulnerability training covering themes including modern slavery, online grooming and the importance of the voice of a child.
32. Driver Training and Future Demand

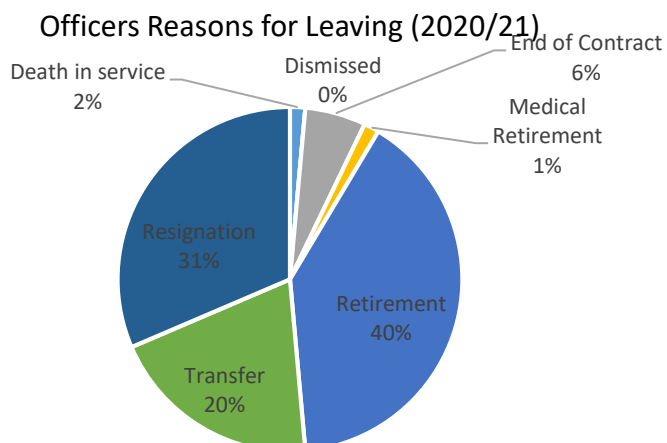
We continue to map the future demand in relation to driving school, with consideration given to environmentally friendly and ULEZ compliant vehicles including training in electric and hybrid vehicles. We are also planning to increase the use of motorcycles, mopeds and pedal cycles by officers to fit better with the changing design of the City of London. In order to do so, our current focus is on upskilling our own trainers and sourcing additional vehicles for our fleet.

Labour Turnover

33. During the reporting period (October 2020 – March 2021), 34 Police Officers and 16 Police Staff left the City of London Police, this equates to a 3.9% and 3.1% turnover rate respectively. Overall, 70 Police Officers and 35 Support Staff left the force during the financial year 2020/2021. The attrition rate was 8.4% for Police Officers and 7.2% for Support Staff. The breakdown of reasons for leaving the force is provided in the tables below for each staff group; a further five years of data has been added for analysis.

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

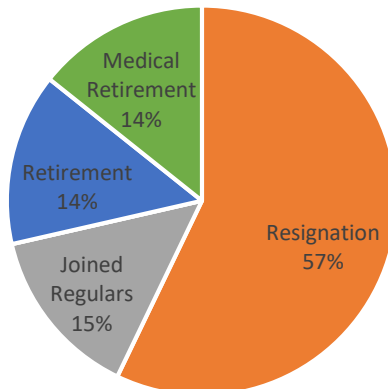
| Reason for leaving | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Death in service | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Dismissed | 1 | 1 | 0 | 1 | 1 | 0 | 0 |
| End of Contract | 0 | 0 | 0 | 0 | 0 | 0 | 4 |
| Medical Retirement | 0 | 4 | 1 | 2 | 0 | 2 | 1 |
| Retirement | 25 | 37 | 38 | 36 | 35 | 33 | 28 |
| Transfer | 2 | 7 | 7 | 9 | 16 | 22 | 14 |
| Resignation | 13 | 19 | 15 | 25 | 7 | 23 | 22 |
| Total | 41 | 69 | 61 | 73 | 59 | 80 | 70 |



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

| Reason for leaving | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------------|-----------|-----------|----------|-----------|----------|-----------|----------|
| Death in service | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Resignation | 11 | 13 | 6 | 14 | 6 | 3 | 4 |
| Joined Regulars | 0 | 3 | 0 | 0 | 1 | 7 | 1 |
| Dismissal | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Retirement | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Medical Retirement | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Total | 13 | 16 | 6 | 14 | 7 | 10 | 7 |

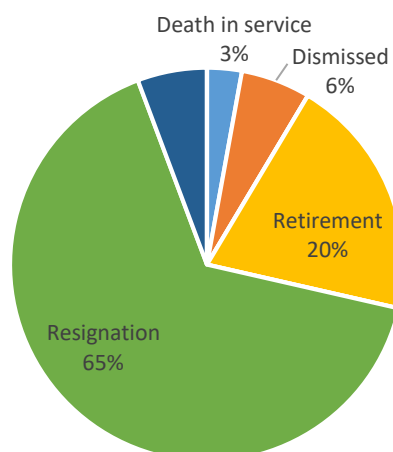
Specials Reasons for Leaving (2020/21)



CoLP Staff - Reasons for Leaving (per Financial Year)

| Reason for leaving | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Death in service | 0 | 0 | 0 | 1 | 1 | 0 | 1 |
| Dismissed | 4 | 3 | 1 | 1 | 1 | 1 | 2 |
| Medical Retirement | 0 | 1 | 1 | 1 | 0 | 0 | 0 |
| Retirement | 5 | 3 | 6 | 3 | 10 | 6 | 7 |
| Transfer | 1 | 7 | 3 | 2 | 0 | 0 | 0 |
| Resignation ² | 42 | 52 | 42 | 37 | 49 | 37 | 23 |
| Resignation joining Police | 6 | 0 | 0 | 2 | 2 | 6 | 2 |
| Redundancy | 0 | 0 | 0 | 6 | 0 | 0 | 0 |
| End of Secondment | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| Total | 58 | 66 | 53 | 53 | 64 | 50 | 35 |

Staff Reasons for Leaving (2020/21)



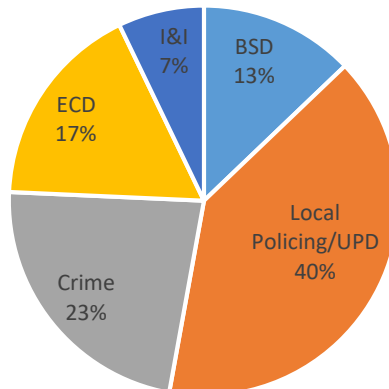
² Resignation includes the conclusion of fixed term contracts

34. For the reporting period, 34 Police Officers left the force with the highest number leaving from Uniform Policing Directorate (UPD)/Local Policing.
35. For the financial year, 70 Police Officers left the force with the highest number leaving from UPD/Local Policing. The main reasons for Police Officers leaving during this period was retirement followed by resignation.
36. 16 Police Staff in total left the force in the reporting period, the greatest number of leavers were in Economic Crime Directorate (ECD). For the financial year, 35 Police Staff left the force with the highest number leaving from Business Support Department (BSD) and I&I, the main reason for leaving was resignation.
37. HR have been collating online exit interview data via Survey Monkey since the beginning of 2019. HR continues to offer the facility of a face to face exit interview to CoLP officers and staff if they would prefer. HR are also looking at offering those leaving the force the opportunity to have an Exit Interview with one of the Staff Networks if the officer/staff member wishes.
38. For the financial year, 23 online exit interviews have been completed, including 14 Police Officers and 9 Support Staff. Of these exit interviews, over half responded positively to questions about working at the CoLP, such as, feeling that senior managers were visible, they had a clear understanding of what was expected of them and how their work related to the CoLP's goals, and that individuals felt valued by their manager.

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

| Directorate | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sept 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Total |
|---------------------------|----------|----------|----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|
| BSD | 1 | 0 | 0 | 2 | 0 | 2 | 1 | 0 | 0 | 1 | 1 | 1 | 9 |
| Crime | 1 | 0 | 1 | 4 | 1 | 0 | 0 | 3 | 2 | 2 | 2 | 0 | 16 |
| ECD | 2 | 1 | 0 | 1 | 1 | 2 | 1 | 0 | 1 | 0 | 1 | 2 | 12 |
| I&I | 1 | 0 | 0 | 2 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 0 | 5 |
| UPD/Local Policing | 3 | 3 | 1 | 3 | 1 | 3 | 2 | 3 | 3 | 2 | 3 | 1 | 28 |
| Total | 8 | 4 | 2 | 12 | 3 | 7 | 4 | 7 | 7 | 5 | 7 | 4 | 70 |

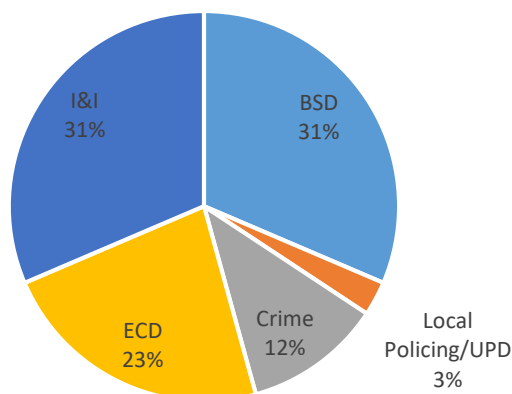
Police Officer Leavers by Directorate (2020/21)



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

| Directorate | Apr 20 | May 20 | Jun 20 | Jul 20 | Aug 20 | Sept 20 | Oct 20 | Nov 20 | Dec 20 | Jan 21 | Feb 21 | Mar 21 | Total |
|--------------------|--------|--------|--------|--------|--------|---------|--------|--------|--------|--------|--------|--------|-------|
| BSD | 0 | 3 | 0 | 3 | 1 | 0 | 0 | 2 | 0 | 2 | 0 | 0 | 11 |
| Crime | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 4 |
| ECD | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 2 | 0 | 2 | 0 | 1 | 8 |
| I&I | 0 | 1 | 1 | 1 | 1 | 3 | 0 | 2 | 0 | 1 | 0 | 1 | 11 |
| UPD/Local Policing | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Total | 1 | 5 | 1 | 5 | 3 | 4 | 1 | 7 | 0 | 5 | 1 | 2 | 35 |

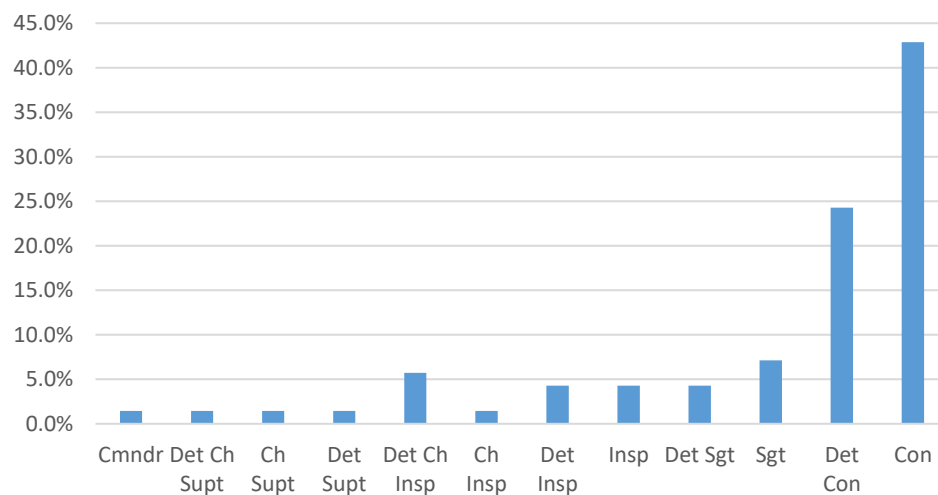
Staff Leavers by Directorate (2020/21)



CoLP Officers Leavers by Rank (Financial Year 2020/2021)

| Rank / Grade | Police |
|--------------------------|-----------|
| Commander | 1 |
| Det Chief Superintendent | 1 |
| Chief Superintendent | 1 |
| Det Superintendent | 1 |
| Superintendent | 0 |
| Det Chief Inspector | 4 |
| Chief Inspector | 1 |
| Det Inspector | 3 |
| Inspector | 3 |
| Det Sergeant | 3 |
| Sergeant | 5 |
| Det Constable | 17 |
| Constable | 30 |
| Grand Total | 70 |

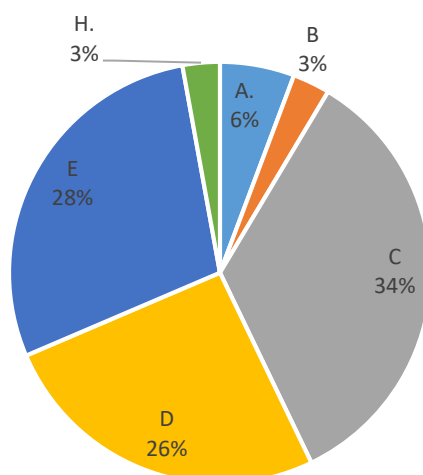
Police Officer Leavers by Rank % (2020/21)



CoLP Staff Leavers by Grade (Financial Year 2020/2021)

| Rank / Grade | Support Staff |
|--------------|---------------|
| A. | 2 |
| B | 1 |
| C | 12 |
| D | 9 |
| E | 10 |
| G. | 0 |
| H | 1 |
| Total | 35 |

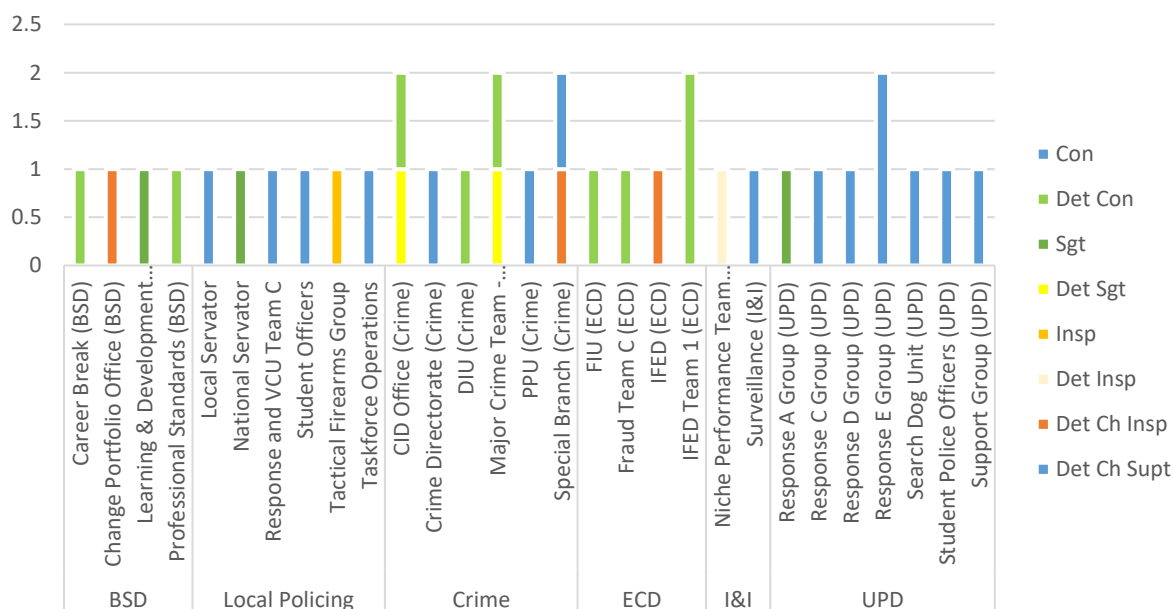
Staff Leavers by Grade (2020/21)



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

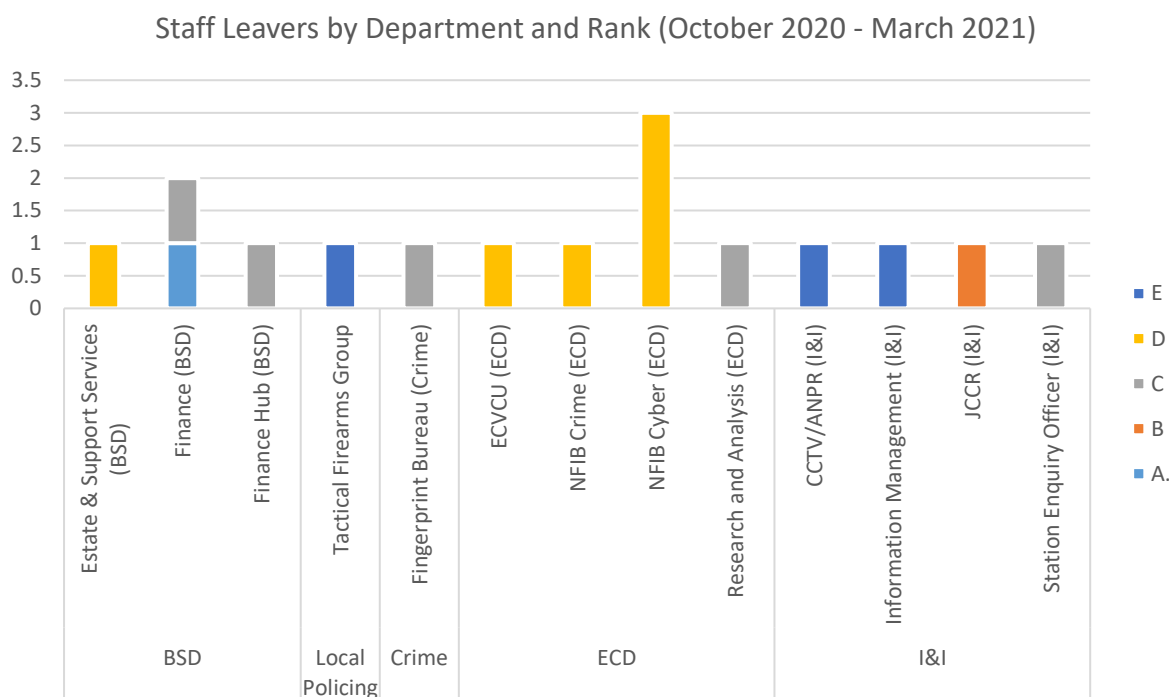
The graph below shows the number of Officer leavers by Department and Rank. During this reporting period, the greatest number of leavers was in Response Groups with 6 leavers.

Officers Leavers by Department and Rank (October 2020 - March 2021)



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

The graph below shows Staff leavers by Department and Grade. During this reporting period, 6 employees left the NFIB teams in ECD.



Recruitment

39. In the reporting period of 1st October 2020 – 31st March 2021, the City of London Police have had 49 Police Officer recruitment campaigns, including 1 Student Officer campaign.

There have been 4 promotion campaigns, these were at the ranks of Assistant Commissioner, Detective Chief Superintendent, Sergeant and Inspector. The Inspectors recruitment and promotion campaign began just before this reporting period.

20 Police Staff campaigns have taken place during the same period.

40. It is important to note that the numbers of campaigns run, against the number of Police Staff and Police Officers recruited to post will differ as a result of individuals failing to pass the 'vetting' process as well as medical assessments. As a result, further recruitment campaigns are often required.
41. In September 2020 a Sergeant promotion and selection campaign was launched this received 54 applications, of which 32 applicants were successful. This has enabled the force to fill some of its immediate vacancies and maintain a select list where officers can be posted as vacancies arise at this rank.
42. There has been an intake of 24 Student Officers in July 2020, and 16 in November 2020. A Student Officer campaign which will follow the National

PEQF process was launched in November 2020 which received 164 applications. It is anticipated that the first cohort of student officers from this campaign will join the force later this year.

43. Following the decision that the force will be the National Lead in Cyber Crime a promotion/selection campaign took place in early 2021 to appoint a Detective Chief Superintendent they are scheduled to join the force in the next reporting period.
44. An Inspectors promotion and selection process was launched in January 2021 which resulted in 67 applicants, of which 38 shortlisted for interview. The interviews are ongoing with final results expected in April 2021.

Police Officer Recruitment

45. A total of 71 Police Officers were recruited during the reporting period including appointments from the transferee campaigns and 21 Student Officers/Probationers (including 5 Police Now Student Officers).

Police Staff Recruitment

46. A total of 46 Police Staff have been appointed to substantive and fixed-term roles during the reporting period.
47. 4 volunteers joined the force during this period.

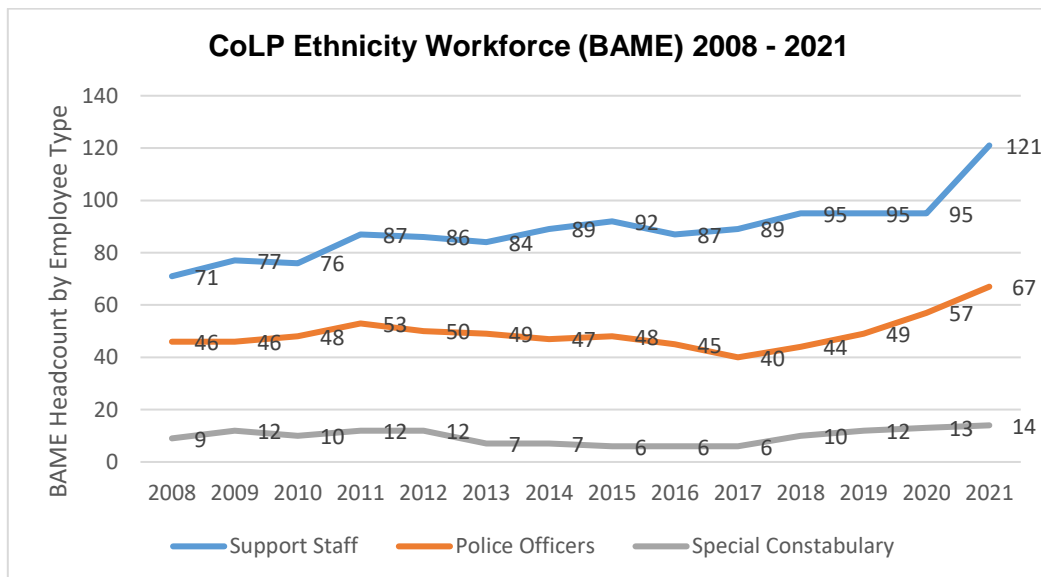
Equality and Inclusion

48. The Equality and Inclusion Operational Board was formed in June 2020 and is chaired by a T/Commander its purpose is to raise any issues that impact on the force's operational performance, in relation to equality, diversity and inclusion. It supports the force's performance in creating an inclusive and diverse organisation. The board includes representatives from all support networks and staff from several of the force's organisational units.
49. The force has recently upgraded the HR self-service system to enable employees to self-define their protected characteristics. This change has been widely publicised and it is envisaged will assist the force in having a clearer picture of the forces' workforce. This also will link in with a national initiative that will be launched through the uplift programme to encourage officers and staff to record their characteristics.
50. The force has also introduced a new Equality and Diversity Strategy. This is now reported on in full to your Professional Standards and Integrity Committee .

Ethnicity

51. For this reporting period (1st October 2020 to 31st March 2021), the number of BAME Police Officers has increased to 67 and the number of BAME Police Staff has increased to 121. The graph below represents the number of Black, Asian and Minority Ethnic (BAME) Police Staff, Officers and Special Constabulary within the CoLP at the end of the financial year from 2008 to 2021.
52. When compared nationally, CoLP Staff BAME representation rate is ranked as second highest among all national forces (not including BTP) and is fifth highest for Officer representation (not including BTP).
53. The force has made a decision to incorporate the BAME Action Plan into the national NPCC Workforce Representation, Attraction, Recruitment, Progression & Retention Delivery plan, which is reviewed continuously. The force's Equality & Inclusion Operational Board oversees the work on the NPCC plan. The force, has made improvements on a number of areas. For example, the force is now advertising more widely and is supporting internal applicants through application writing and interview workshops. In addition, there has been an introduction of a buddy system where BAME officers are supported from a buddy when they join the force. The force has also commenced some positive action initiatives.

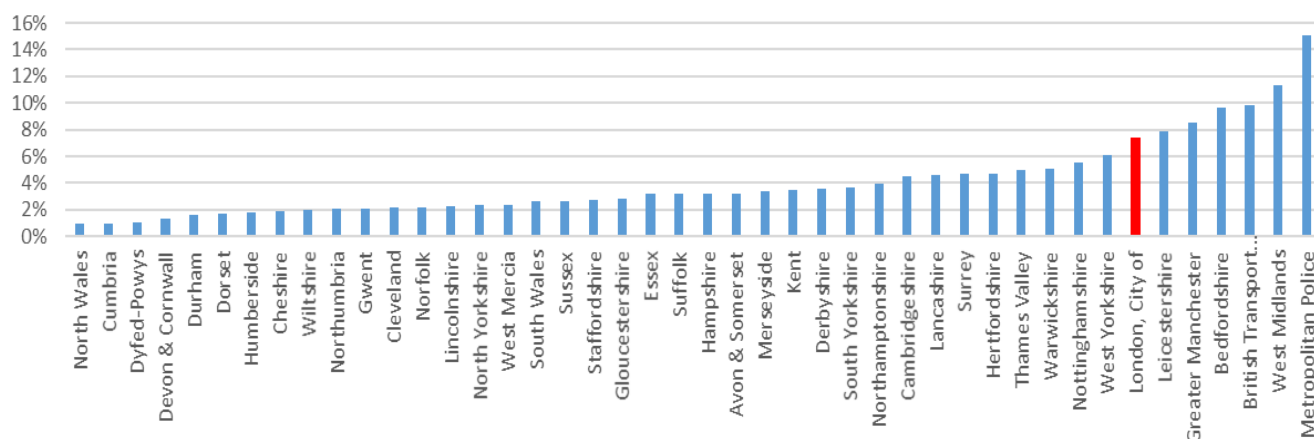
CoLP Workforce Profile by Ethnicity 2008-2021 (financial year)



Officer BAME representation - National Comparison

(National Statistics Police workforce open data tables March 2020)

BAME Officers (% of Headcount) - 31 March 2020

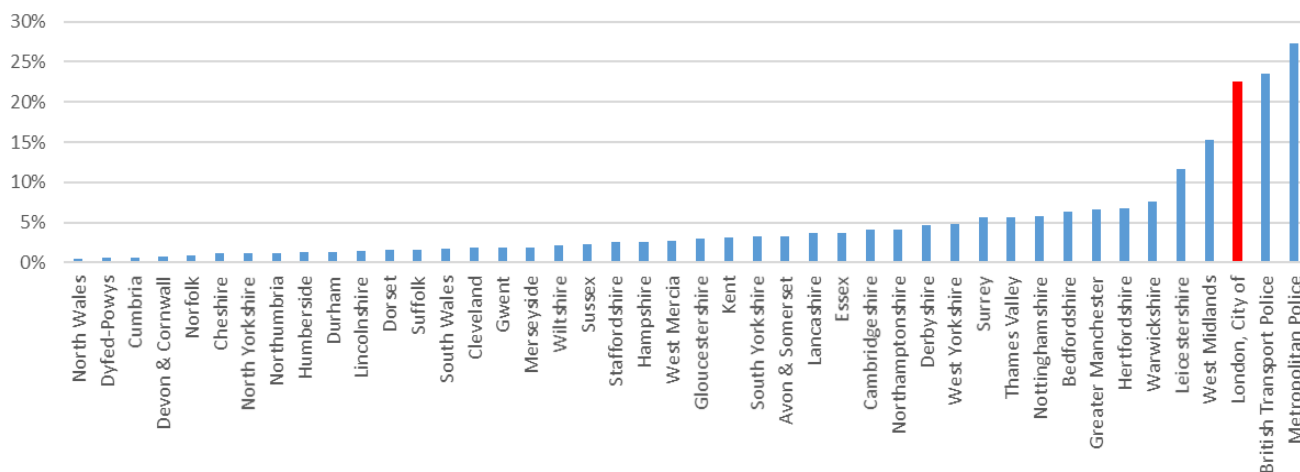


Source: Police Workforce, England and Wales, 31 March 2020

Staff BAME representation - National Comparison

(National Statistics Police workforce open data tables March 2020)

BAME Staff (% of Headcount) - 31 March 2020



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

Gender

54. The percentage of female Police Officers has increased this financial year. As part of 2019-2024 People Strategy, CoLP is continuing to undertake a number

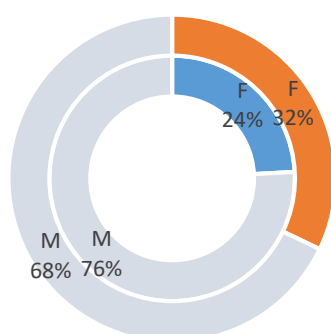
of activities to improve female representation. Approximately 21% of applications received for Police Officer roles were from female applicants; 26% of Police Officer new joiners were female in the reporting period.

The national average for female Police Staff stands at 62.5% as at 31 March 2020, as of March 2021 CoLP's female Police Staff representation rate is 57.8%. It is worth noting that the force has a more even representation of male and female Police Staff.

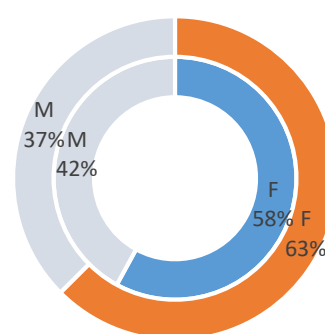
Gender Comparison

- City of London – March 2021
- National Comparison (England and Wales) - March 2020

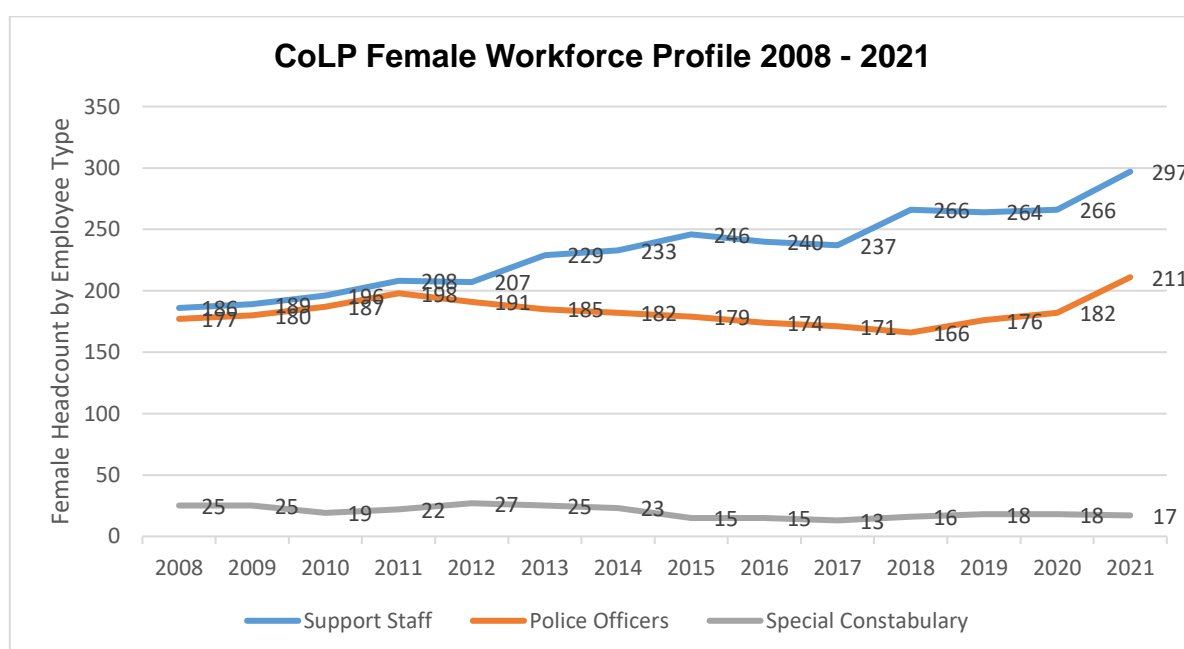
Officer Gender Profile



Staff Gender Profile



Workforce Female Gender Profile – 2008-2021



Disability

55. The CoLP's disability profile remains similar to data previously reported with 22 Police Officers and 15 Police Staff currently identifying themselves as having a disability.
56. As of 31st March 2021, 23 Officers are working under 'recuperative duties' (short term) and we currently have 34 Officers on adjusted duties (long term). "Adjusted Duties" came into effect as a result of the 'Limited Duties' Police regulation in January 2015 for all forces and relates to Officers whose duties fall short of full deployment in respect of workforce adjustments (including reasonable adjustments under the Equality Act 2010). For an Officer to be placed on adjusted duties, he/she must: a) be attending work on a regular basis and b) be working for the full number of hours for which he/she is paid (in either full time or part time substantive role).
The force has also recently introduced Dyslexia Assessors at the force to support colleagues on all matters related to dyslexia including reasonable adjustments.

Sexual Orientation

57. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 33 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual (up from 23 previously reported), with 906 employees choosing not to disclose this information or choosing "prefer not to say". With the introduction of new functionality to the HR system (mentioned above) we hope that this ability for officers and staff to confidentially self-define their protected characteristics will enable a better picture of the true data to emerge.

Age

58. The current age profile of the Police Staff workforce ranges between 22 and 65+. There are currently 190 Police Staff aged 50 and over. 321 members of Staff are between the ages of 20 and 49.
59. The age profile of Police Officers ranges between 19 and 60+. There are currently 175 Police Officers aged 50 and over. Police Officers can retire once 30/35 years' service has been completed (depending on pension scheme). The force currently has 23 Officers who have 30 or more years' service and therefore could be eligible to retire. There also another 9 Officers that could be eligible to retire in 2021/2022 as they currently have 29 years' service.

Religion and Belief

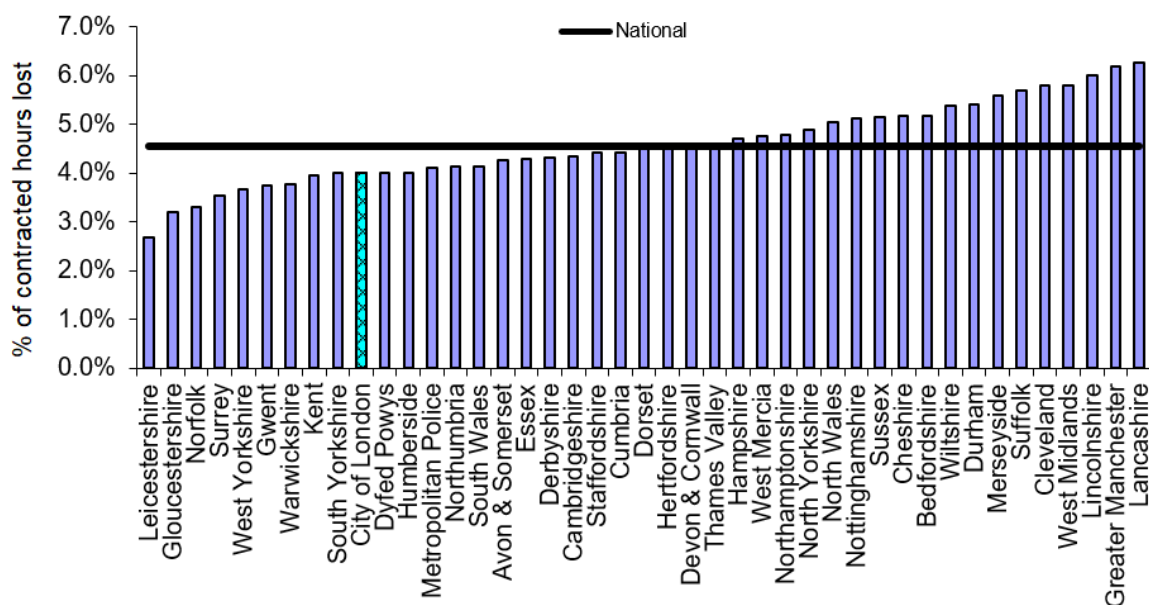
60. Currently 21.7% of the total workforce (Police Officers & Police Staff) identify themselves as 'Christian'; 2.3% as 'Muslim'; 0.7% as 'Hindu', 0.5% as Buddhist. 1.2% identified as having another religious belief, 0.3% as Judaism and 0.5 as Sikh, whereas 72.7% either have no religion or have chosen not to disclose their religion or belief.

As previously mentioned, with the introduction of new functionality to the HR system we hope that this ability for officers and staff to confidentially self-define their protected characteristics will enable a better picture of the true data to emerge.

Sickness Absence Management

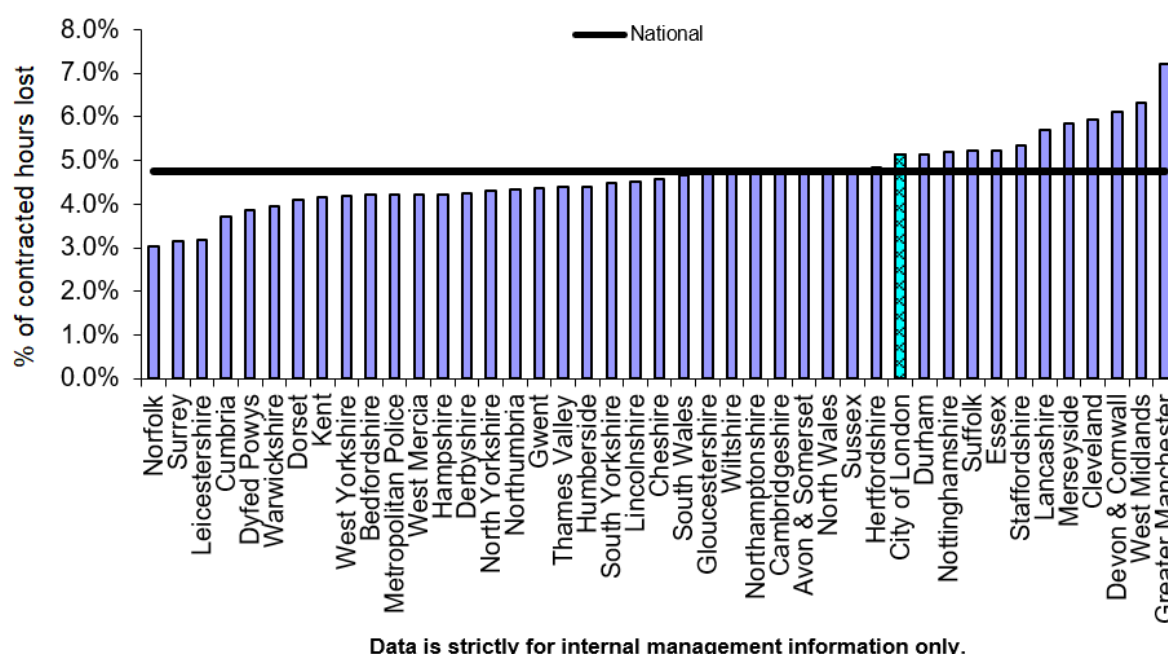
61. The Home Office (HO) & Her Majesty's Inspectorate of Constabulary & Fire Rescue Services (HMICFRS) monitor sickness absence by working hours lost against 'percentage of contracted hours'. During 2019/20, in percentage terms, (working time lost / contracted hours available) was an average of 4.6% for Police Officers and 4.8% for Police Staff. For Police Officers CoLP sickness rate was 4% in the Home Office data.

Police Officer sickness data – year ending March 2020 (data sourced from I-Quanta Project Fusion)



Data is strictly for internal management information only.

Police Staff sickness data – year ending March 2020 (data sourced from I-Quanta Project Fusion)



62. When using the Home Office (HO) & Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) measure converted to days, the sickness absence rate for officers for the FY to 31st March 2021 was 1.60%. Using working days lost over average headcount as a comparator, the average working days lost for officers was 4.3 (target for the rolling year is an average of 6 days per head). For staff the HO & HMRCFRS absence rate for the FY to 31st March 2021 was 2.01%. Using working days lost as a comparator, the average working days lost for staff was 5.3 (target for the rolling year is an average of 7 days lost per head). Sickness has decreased during the 20/21 compared to 19/20. It should be noted that sickness related to COVID-19 isolation (COVID-19, Isolation Symptomatic and Isolation Non-Symptomatic) has been removed from the sickness statistics and does not count against an individual's record.
63. The City of London Occupational Health Service undertakes pre-employment medical assessments for support staff, including assessing fitness for work and recommending reasonable adjustments in line with the Equality Act requirements. OH report on a quarterly basis. For the period 1 October 2020 to 31 March 2021 the OH have responded to 26 out of 27 pre-employment requests within their SLA of 2 working days. Please note that Police Officer recruitment medicals are not included in these figures.
64. For the period 1 October 2020 to 31 March 2021 the Occupational Health (OH) Advisors received 85 referrals of which 83 were delivered within their SLA (Service Level Agreement) (offered within 5 days of receipt of a referral), which is an SLA response rate of 98%. In addition, there were also 23 referrals to the OH Physician of which all were seen within the SLA a response rate of 100%

(the SLA for OH Physicians is to offer appointments within 14 days of receiving a referral. The OHP is contracted 1 day per week for 45 weeks).

Grievances and Employment Tribunals (1st October 2020 – 31st March 2021)

65. During the reporting period only one new grievance was submitted. This has been concluded with the outcome being presented in April 2021 which is outside of this reporting period. As with the previous six month period we have still been predominantly working from home as a result of Covid 19 and if we compare the numbers of grievances to the same reporting period in the corresponding period last year it is useful to note we had 7 grievances submitted. Therefore we have a substantial decrease in grievances and a correlation between working from home and the reduction in grievances. This could be attributed to staff and officers being less likely to have discord or workplace friction as they are working remotely away from the “normal” workplace environment. Year on year there has been a significant decrease in grievances submitted.
66. The City of London Police received no new Employment Tribunal claims within the reporting period.
67. The tables below summarise the recent and live Employment Tribunals during the reporting period.

| | |
|-------------------------------|-----|
| New ET's submitted and opened | Nil |
|-------------------------------|-----|

| | |
|-------------|-----|
| ET's closed | Nil |
|-------------|-----|

| ET's still in progress | Details |
|-----------------------------|--|
| Case 1 – Sex Discrimination | <p>ET1 submitted in December 2017 relating to officer failing eye sight test for Firearms.</p> <p>ET held in June 2019 – ET determined that the Force had acted appropriately and case dismissed.</p> <p>Appellant lodged an Appeal in October 2019.</p> <p>In April 2020 at the EAT preliminary hearing the Appeal's judge dismissed the appeal as there was no merit.</p> <p>Appellant lodged an appeal in August 2020 with the Court of Appeals. We are awaiting judgement as to whether this will be allowed to proceed as we have challenged the merits of this appeal.</p> |

| | |
|--|---|
| | <p>The judge has determined that this case should be heard by the Court of Appeal in relation to one element of the grounds of appeal. This has been scheduled to be heard in the Royal Court of Justice on 21st and 22nd April 2021.</p> |
| Case 2 – Sex Discrimination | <p>ET1 submitted in December 2017 relating to the cessation of an allowance during Maternity Leave.</p> <p>ET hearing in October 2018 found in favour of the officer but CoLP appealed the decision based on the Regulations being unclear.</p> <p>EAT held in May 2019 and the appeal upheld the original decision.</p> <p>Based on Legal advice this matter is now going to the Court of Appeals with the hearing scheduled for January 2021.</p> <p>The appeal was heard on 13th/14th January 2021. We are still awaiting the decision from the Court of Appeals</p> |
| Case 3 – Constructive dismissal and Harassment | <p>ET1 submitted Nov 2019.</p> <p>PHR was held on 22.01.20 and both parties agreed to Judicial Mediation which was initially booked March 2020 but was postponed due to COVID19. It was rescheduled and took place in September. No agreement was met at the judicial mediation so a hearing was scheduled for April 2021.</p> <p>Following negotiations with the claimant we agreed to settle the case via a CoT3 agreement. At the time of writing the CoT3 agreement has been signed and we are processing the settlement payment.</p> |

Well Being

68. The force has implemented a Wellbeing Framework for 2017 – 2021 which outlines the importance of ensuring the wellbeing of our officers and staff whether it's mental or physical, in order to have a workforce that can meet the challenges facing the force and thereby supporting the tenets of the Corporate Plan. The Wellbeing Framework provides managers and staff with guidance on how to support wellbeing, and highlights initiatives and events that are available to our workforce. The Wellbeing Framework is due for review during the course of the year.

69. It is recognised that across society the Covid 19 pandemic has presented wellbeing challenges of varying scales both inside and outside of the workplace. In March, the force introduced dedicated Bronze Welfare leads as part of the command structure set up to deal with City of London Police's Covid 19 response.
70. The pandemic has seen some changes to the way City of London Police staff and officers work. Changes include working from home (where roles allow), the wearing of PPE to prevent the spread of Covid 19 while undertaking frontline activities, within Police vehicles and whilst in the communal areas of force buildings. It has also seen both officers and staff involvement in the delivery of services that could be challenging to the psychological wellbeing of those involved.
71. The Force Wellbeing Strategy was launched in early 2021 in line with the results of the staff survey.
72. The strategy provides a framework for changing our approach to wellbeing, promoting and encouraging it, and identifying the areas that require additional attention.
73. It recognises that a strong commitment to wellbeing benefits staff and the organisation as a whole. Therefore, the strategy seeks to go well beyond the standard legal duty, in line with the force's vision and values.
74. As previously discussed, the launch of the Wellbeing Framework was timed to launch at the same time as the 2020 staff survey results. Results of the staff survey show a significant improvement.
75. Analysis, as in 2017, was undertaken by Durham University, and reported that the force's approach to working from home was a key driver of improvement.
76. This reflects evidence gathered nationally that shows well-supported Working From Home guidance is greatly appreciated by staff with reduced commutes, and associated costs improving the perceptions of wellbeing and organisational support.
77. Agile working is something the force is considering as part of the Accommodation Programme. The Human Resources Directorate are currently working on developing an Agile Working guidance which will provide the framework and processes to support a more flexible approach to where work is undertaken.

Staff Survey

78. The Staff Survey 2020 went live in September, this was the second Staff Survey that the CoLP has taken part in. The second Staff Survey results have now been received, with wide ranging improvements across the board from the 2017 survey in a range of measures.

79. The Staff Survey summary has been reported to SMB and the Police Authority Board.
80. A range of focus groups for each Directorate are being planned for May 2021 to expand on the results from the Staff Survey. Staff feedback will then be incorporated into an Action Plan to deliver improvements based on staff feedback. Further reports on the Survey will be submitted to the PS&I Committee as directed by the PAB Chairman.

Julia Perera

HR Director

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| | |
|---|---|
| Committee(s): Strategic Planning and Performance Committee | Dated: 4 th May 2021 |
| Subject: End of Year (Q4) Policing Plan Performance and measures | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | 1 |
| Does this proposal require extra revenue and/or capital spending? | N/A |
| 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: Commissioner of Police Pol 36-21 | For Information |
| Report author: Strategic Development on behalf of AC Sutherland | |

Summary



This report summarises performance against the measures in the Policing Plan 2020-23 for the year 2020-21, and the year end period 1st January to 31st March 2021.

Members were involved in developing the new 3-year Policing Plan for 2020-23 including policing plan priorities and new measures.

A review of the current Policing Plan has been completed with a number of Member workshops having taken place in January/ February 2021. The refreshed Plan for 2020-23 has now been published on the City of London Police Website¹ and includes areas of focus for 2021-22. New measures for the new performance year have been developed and are being finalised.











The Policing Plan priorities for 2020-21 and the final assessment for end of year Q4 is shown below. Members will be aware that this has been an extraordinary year in terms of policing the City of London with the impact of the Covid-19 pandemic being evident.

Policing Plan Priorities 2020-23 and Policing Plan Measures final position for 2020-21

| PRIORITY: COUNTER TERRORISM: Q2 Assessed as REQUIRES ACTION Q3 Assessed as CLOSE MONITORING Q4 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 | REPORTED ANNUALLY as part of Community Survey | REPORTED ANNUALLY as part of Community Survey | SATISFACTORY | SATISFACTORY |  |

¹ City of London Police Policing Plan 2021-22-[policing-plan-2020---2023.pdf](https://cityoflondon.police.uk/policing-plan-2020---2023.pdf) (cityoflondon.police.uk)

| | | | | | |
|---|---|---|------------------|------------------|---|
| City of London Police are prepared to respond to a terrorist attack: | | | | | |
| Measure 2- An increased percentage of Project Servator stops that result in a positive outcome: - | SATISFACTORY | REQUIRES ACTION | CLOSE MONITORING | CLOSE MONITORING | ➡ |
| 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 | REQUIRES ACTION | ➡ |
| PRIORITY: FRAUD: Q2 Assessed as CLOSE MONITORING Q3 Assessed as SATISFACTORY Q4 Assessed as CLOSE MONITORING | | | | | ↓ |
| Measure 1- Resources are targeted at the highest harm threats | SATISFACTORY | SATISFACTORY | SATISFACTORY | SATISFACTORY | ➡ |
| Measure 2- An increased number of Fraud disruptions | CLOSE MONITORING | REQUIRES ACTION | CLOSE MONITORING | SATISFACTORY | ↑ |
| Measure 3- A reduction in the number of repeat victims of Fraud | REPORTING PROCESS STILL IN DEVELOPMENT | SATISFACTORY | SATISFACTORY | REQUIRES ACTION | ↓ |
| Measure 4- An increased level of satisfaction and confidence with the force's response to victims of fraud | SATISFACTORY | SATISFACTORY | SATISFACTORY | SATISFACTORY | ➡ |
| PRIORITY: Violent and Acquisitive Crime: Q2 Assessed as SATISFACTORY Q3 Assessed as SATISFACTORY Q4 Assessed as SATISFACTORY | | | | | ➡ |
| Measure 1- A reduction in number of victim-based violent crimes. | SATISFACTORY | SATISFACTORY | SATISFACTORY | SATISFACTORY | ➡ |
| Measure 2- A reduction in number of victim-based acquisitive crimes | SATISFACTORY | SATISFACTORY | SATISFACTORY | SATISFACTORY | ➡ |
| Measure 3- A reduction in the re-offending rate of people committing violent and acquisitive crime | SATISFACTORY | 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 | SATISFACTORY | ➡ |

| | | | | | |
|--|---|---|-----------------|-----------------|---|
| | | | | | |
| PRIORITY: Serious Organised Crime: Q2 Assessed as CLOSE MONITORING Q3 Assessed as CLOSE MONITORING Q4 Assessed as SATISFACTORY | | | | |  |
| Measure 1- An increase in the number of organised crime groups disrupted | REQUIRES ACTION | REQUIRES ACTION | REQUIRES ACTION | SATISFACTORY |  |
| 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 | SATISFACTORY |  |
| Measure 3- a reduction in the number of cyber enabled crimes | SATISFACTORY | SATISFACTORY | SATISFACTORY | SATISFACTORY |  |
| Measure 4- Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children | SATISFACTORY | SATISFACTORY | SATISFACTORY | SATISFACTORY |  |
| PRIORITY: Neighbourhood Policing: Q2 Assessed as CLOSE MONITORING Q3 Assessed as CLOSE MONITORING Q4 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 | 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 | 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 | 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 | 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 Year End 1st January to March 31st 2021. 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 Year End 2020-21(Q4)

4. Members will be aware from the previous quarterly reports to this Committee of the impact that Covid-19 has had on the footfall within the City of London since the end of March 2020, and the impact this has had on Crime levels which has seen an overall reduction of crime by -56% compared to 2019-20. The pandemic has had an adverse impact on some of the Policing Plan measures as reported to the 3 previous Committee meetings in the year 2020-21. This report provides details on **performance against the Policing Plan measures 2020-21 for the end of the year position (Q4)**.

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**. This is annual so there is no change to Q4.

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 rate has held up and is 63% compared to 67% for last year.
The team expanded with new officers joining who undertook their training in August 2020 and by year end were more confident in applying the Servator suite of 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**.
Op Lightning Reports Submitted Apr-March 2019-20 = 115
Op Lightning Reports Submitted Apr-March 2020-21 = 83
Although the comparison with last financial year shows a decrease of 32 over the year, this is due to the decrease in reports as a result of significantly reduced footfall in the City. On the 19th December London entered a Tier 4 Covid-19 level restrictions and was then in further full lockdown throughout the quarter. However, on a positive note there has been an overall increase in activity in the last Quarter compared to Q3 (20 Reports) and also in comparison to this quarter in the last 2 years.
Q4 2018-19- 26 reports
Q4 2019-20- 21 reports
Q4 2020-21- 31 reports

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 **Satisfactory** as there has been an increase in the level of disruptions compared to the level set within 2019/20. There has also been an increase in the value of disruptions compared to 2019/20.
Number of Disruptions 2019/20- 3970
Number of Disruptions 2020/21- 4501
Value of Disruptions 2019/20- £14,017,543
Value of Disruptions 2020/21- £17,285,137
3. A reduction in the number of repeat victims of fraud:
This measure is now reflected as **Requires Action** with a slight increase in the number of repeat victims of fraud. The baseline figure for 2019/20 was 17,317 repeat victims of Fraud which were recorded for the year, 2020/21 saw 17,527 repeat victims; this is an increase of 210 victims. Although only a relatively slight increase, the Force is not complacent and the experience of being a repeat victim is not underestimated. Also there are certain types of Fraud such as Dating Fraud

and Investment Fraud where the interpretation of being a 'repeat victim' may be caveated. At present there are also limitations with regards our systems to accurately classify and validate actual repeat victim numbers. Fuller details are in the Appendix for this measure.

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.

| | |
|--|---|
| (2019/20 Baseline)Online Reporting 2019/20 overall number surveyed: 2095 Number who reported satisfied: 1688 Number who reported dissatisfied: 407 Overall satisfaction rate: 80.5% | (2019/20 Baseline)Telephone Reporting 2019/20 overall number surveyed: 2725 Number who reported satisfied: 2583 Number who reported dissatisfied: 142 Overall satisfaction rate: 94.7% |
| 2020/21: Online Reporting (April 20– March 21) Current number surveyed: 3607 Number who reported satisfied: 2995 Number who reported dissatisfied: 613 Overall satisfaction rate: 83% | 2020/21: Telephone Reporting (April 20 – March 21) Current number surveyed: 2115 Number who reported satisfied: 2036 Number who reported dissatisfied: 79 Overall satisfaction rate: 96.2% |

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 -58% reduction. Rolling 12 months there has been a -58% 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 -64% reduction. Rolling 12 months there has been a -64% 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 slightly reduced from the baseline set in 2019/20. Currently the amount of crime committed by repeat offenders is at 7% of all crime.
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 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. Only data to the end of February 2021 was available at the time of reporting and the results to the end of February 2021 are:

Treatment 67% satisfied.

Follow up 63% satisfied

Overall Service 58% satisfied

Recommended in future 72% satisfied

These are expected to increase once the full data is received and analysed.

The new service involves contacting victims of crime via text message in 'real time'. The rolling month figures show how COLP are performing since the survey started in November. After the first two months response rate being very low this has increased this month to a 14% response rate. As the data continues to increase each month the data set will become more representative.

| | Number of Respondents |
|----------|-----------------------|
| November | 5 |
| December | 9 |
| January | 19 |
| February | 25 |

Serious Organised Crime: Assessed as SATISFACTORY.

There are four measures within this area,

Measures:

1. An increase in the number of organised crime groups disrupted
This measure is now reported as **Satisfactory**.
FY 2019-20- 67 Disruptions
FY 2021-21- 117 Disruptions
There was a significant increase in disruptions recorded in Q4 in this year owing to Cyber Protect disruptions being recorded for the first time. This has had a positive impact on the overall figure.
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%. This is completed annually.
3. The third measure, a reduction in the number of cyber enabled crimes is reported as **Satisfactory**. The number of Cyber crime reports during the 4th quarter is the same (8) compared to 2019-20 and the annual comparison shows the same number of reports for 2019-20 and 2020-21 (52) .This measure is 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 was 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.

However, it should be noted that just because the public perceive this as a priority it does not mean the Force has not been treating it as a priority and tasking appropriately. The Force recognises that it is essential to improve communication to the Community around this to highlight our good work in promoting Force activities and outcomes in this area.

At the Force Performance Management Group meeting in late January a focused tasking plan actioned in relation to existing operations around Road Danger Reduction Vision Zero and 'Fatal Five' (speed, drink, drugs, mobile phones, seatbelts) was submitted. Other areas of concentration include; anti-social use of vehicles; in-attentive pedestrians and cyclists & eScooters. These are ongoing operations. This years' survey should show if these have been effective in reassuring the City Community.
- 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 was 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.

However, as with Roads Policing, just because the public perceive this as a priority it does not mean the Force is not effective at treating it as a priority and tasking appropriately and similarly acknowledges that improved communication with the Community around what the Force is doing to tackle ASB is important. However, with the further lockdowns in November and December 2020 and the lock down only having been lifted on 22nd March, incidents of ASB have been very limited. This has been particularly evident with no Night Time Economy in the City. It is anticipated that ASB will begin to increase again as lockdown lifts

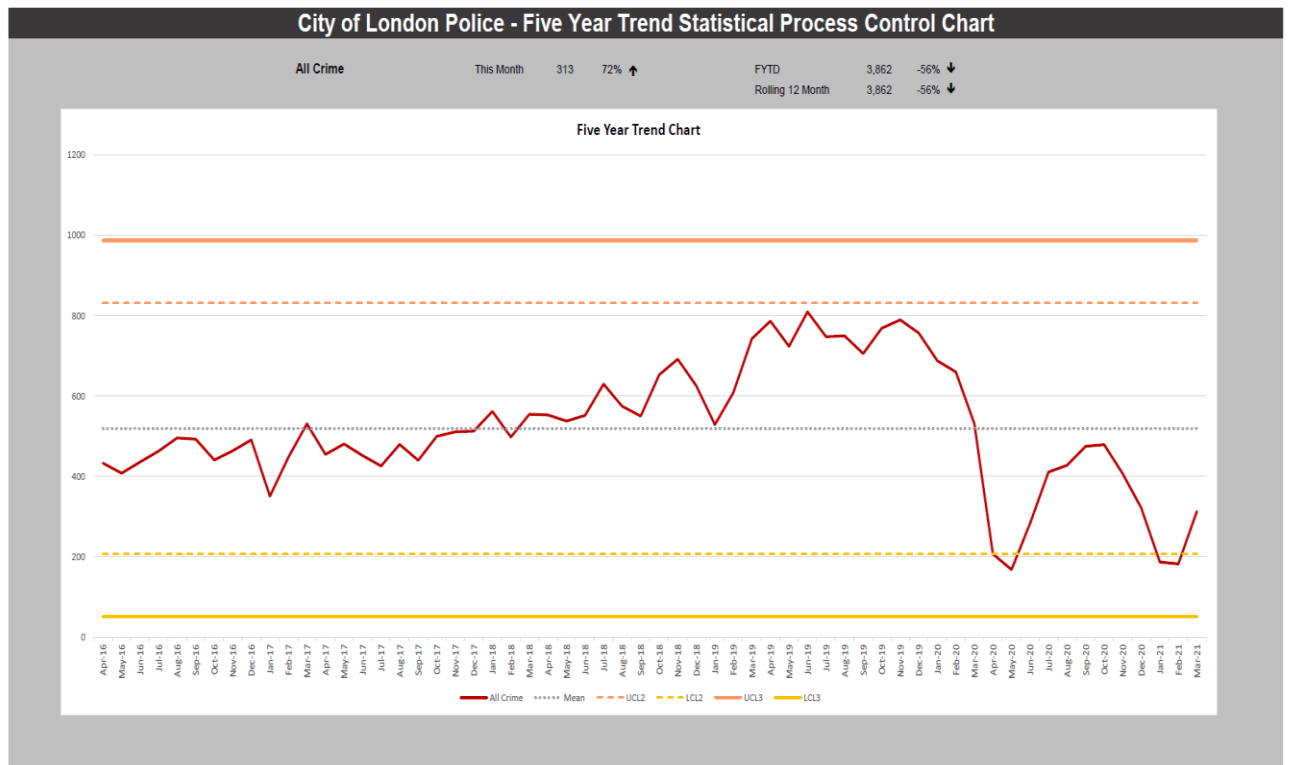
so this year' survey will show if policing operations have been effective in reassuring the City Community.

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. The Force recorded 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 the year.

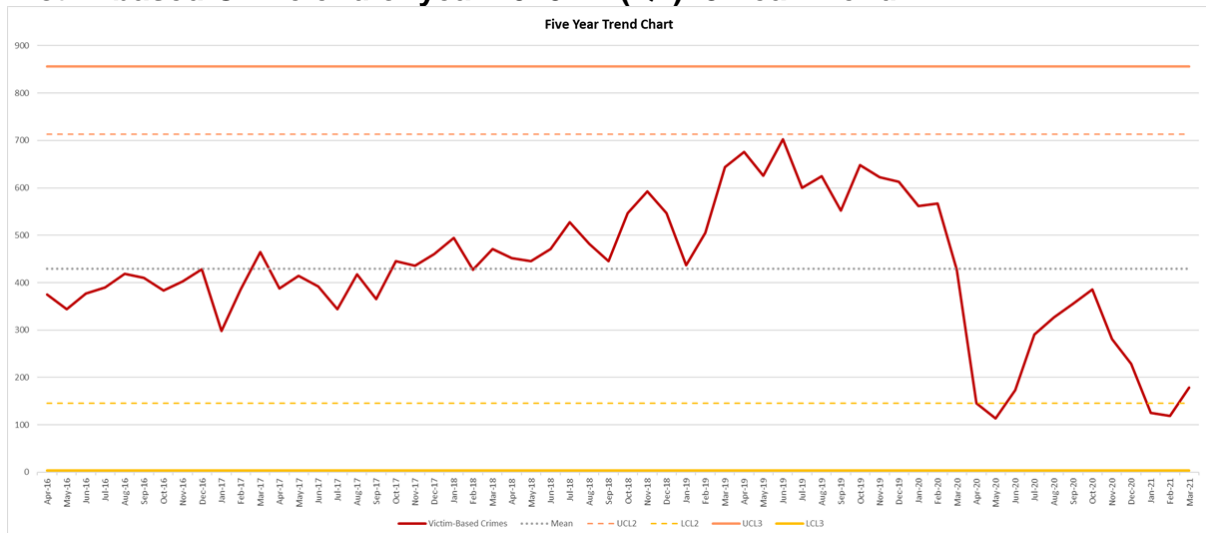
COVID 19 Impact:

5. The year 2020-21 in terms of policing the City of London has been an extraordinary year. A number of indicators have been impacted by the Covid-19 Pandemic over the course of this year as a result of the impact of the pandemic. 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 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:** 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:*** due to decreased footfall within the City there has been a significant reduction in hostile reconnaissance reports throughout the year impacting the ability of the Force to perform well against this measure. However, there was a noticeable uptick of activity in Q4.
 - ***A reduction in number of victim-based violent crimes:*** reflects the decrease in overall crime in the UK as a result of Covid-19. This years assessment is mainly due to the continued low footfall, limited opening hours/ closure of licensed premises during Q4.
 - ***A reduction in number of victim-based acquisitive crimes:*** 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 Q4.
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 year 2020-21 (Q4) - 5 Year Trend



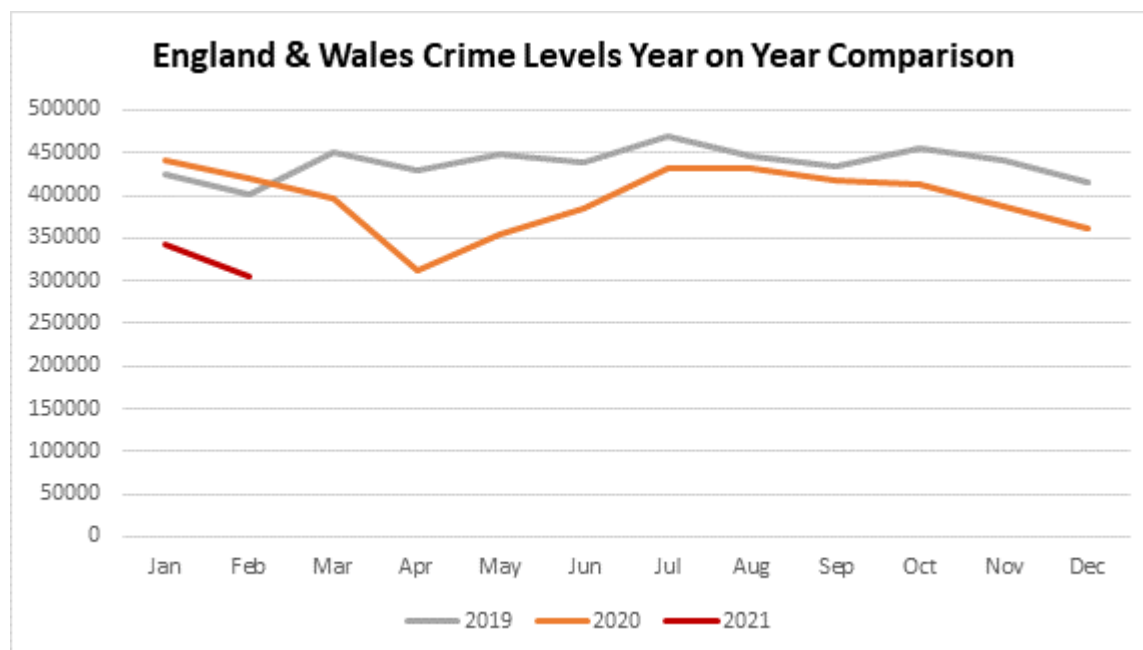
Victim based Crime end of year 2020-21 (Q4)- 5 Year Trend



Victim Based Crime

| Financial Year To Date | | | | | Rolling 12 Months | | | | |
|------------------------|------------|------------------|----------|-----------|----------------------------|---------------------------|------------------|----------|-----------|
| FYTD 19/20 | FYTD 20/21 | Frequency Change | % Change | Direction | Previous Rolling 12 months | Current Rolling 12 months | Frequency Change | % Change | Direction |
| 7176 | 2723 | -4453 | -62% | ↓ | 7176 | 2723 | -4453 | -62% | ↓ |

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



The most recently published data for crime nationally goes to the end of December 2020, comparing the rolling 12 month figure. The City of London Police reported the highest reduction in crime and is currently ranked 1st out of 43 forces for the rolling 12 months with a -56% decrease in crime. This has been consistent for 6 months and is an improvement of 41 places compared to May's national data where City of London Police were ranked 41st.

The national Positive Outcome rate is showing 12% as at the end of February 2021. The City is performing well above this level delivering a Positive Outcome rate of 33% for the end of this financial year.

Data taken from :Forcesight

MPS-v- City of London Police

- At your November 2020 Committee the previous 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 meaningful comparison. Just by example, for end of year Q4 CoLP had an all crime count of 3862; the MPS is currently showing an all crime count of 742,996, however this is not a final figure for the MPS as this is not yet available at the time of writing. However, there appears to be a general trend towards an increase in crime as would be expected in line with the easing of the lockdown in both the City and the Greater London area.

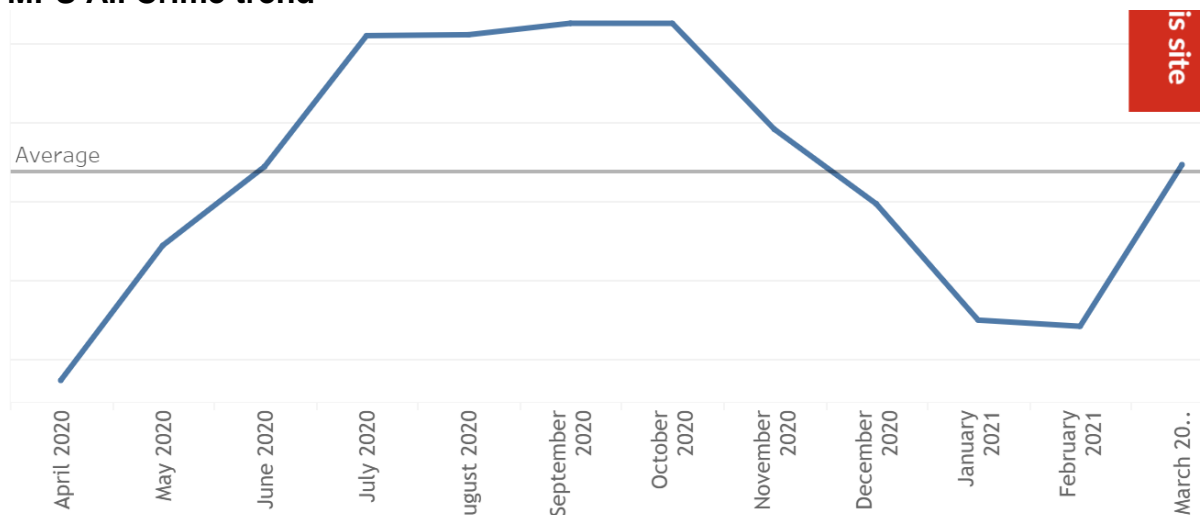
MPS -Rolling 12 months to end March 2021 – This figure is currently not available.

City of London – Rolling 12 months to the end March 2021 there was a reduction of -56%

MPS -Month on month-February compared to March 2021 (so far)- showing an increase of 19.7%

City of London -Month on month-February compared to March 2021- showing an increase of 72% (February 182 crimes, March 313 crimes which is an increase of 131 crimes).

MPS All Crime trend²



Appendices

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

²Source 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 | CLOSE MONITORING |
| FRAUD | SATISFACTORY | CLOSE MONITORING | SATISFACTORY | CLOSE MONITORING |
| VIOLENT & ACQUISITIVE CRIME | SATISFACTORY | SATISFACTORY | SATISFACTORY | SATISFACTORY |
| SERIOUS ORGANISED CRIME | CLOSE MONITORING | CLOSE MONITORING | CLOSE MONITORING | SATISFACTORY |
| NEIGHBOURHOOD POLICING | CLOSE MONITORING | SATISFACTORY | CLOSE MONITORING | CLOSE MONITORING |

Assessment Criteria

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

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

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

| | | | | | | | | | | | | | |
|--|---|------------|------------------|-------|-----|-------|-----|-----|-----|-----|-----|-----|--|
| PRIORITY: COUNTERING TERRORISM | | Assessment | 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 | 2 | 5 | 20 | |
| Positive Stop & Searches | N/A | 0 | 2 | 15 | 11 | 12 | 5 | 3 | 7 | 0 | 1 | 13 | |
| Arrests | N/A | 0 | 2 | 13 | 10 | 11 | 6 | 5 | 9 | 1 | 3 | 4 | |
| Percentage of Stop & Searches that were positive | N/A | N/A | 100% | 65% | 85% | 52% | 83% | 50% | 70% | 0 | 20% | 65% | |

With the implementation of the COVID-19 response 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 2020. Project Servator resumed as of Monday the 11th of May 2020. Due to the UK wide lockdown, there has been a lower footfall within the City compared to usual.

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

| Month 2020-21 | April | May | June | July | August | September | October | November | December | January | February | March |
|------------------|-------|-----|------|------|--------|-----------|---------|----------|----------|---------|----------|-------|
| No: | 0 | 104 | 66 | 210 | 219 | 201 | 264 | 395 | 424 | 185 | 211 | 467 |

Therefore, although no Stop & Searches were undertaken in May 2020 officers undertook 104 conversations with individuals. Overall, out of 2746 resolution conversations officers only felt the grounds to implement a Stop & Search on 110 occasions and of these 69 were positive. Overall, this is a positive outcome percentage of 63%.

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

| | | | | | | | | | | | | | |
|--------------------------------|---|------------|-----------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 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 | 6 | 13 | 12 |
| | Trend | ↓ | ↓ | ↓ | ↑ | ↓ | ↑ | ↓ | - | ↑ | ↓ | ↑ | ↓ |

Op Lightning Report Submitted Apr-March 2019-20 = 115

Op Lightning Reports Submitted Apr-March 2020-21 = 83

In the latest quarter of 2020-21 the types of suspicious behaviour have included :

Urban Explorer - Jan 0, Feb 5, Mar 3

Photography- Jan 5, Feb 4, Mar 5

Drone activity - Jan 1, Feb 1, Mar 0

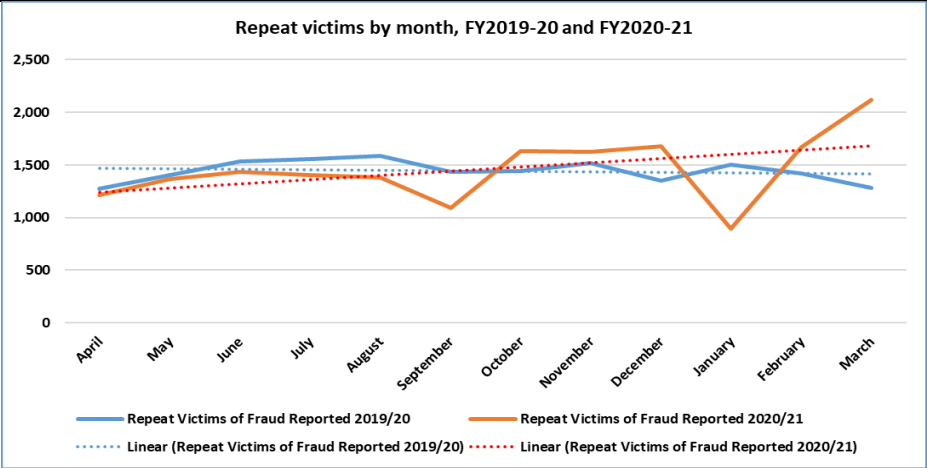
Access of premises & suspicious questions- Jan 0, Feb 3, Mar 1

Filming- Jan 0, Feb 0, Mar 1

Most of these have been deemed non suspicious although there does seem to be a trend for increased Urban Explorer type activity at present. This may be due to the City being an attractively empty place to explore at present. Appropriate enquiries have been made regarding these, and for photography and drone activity words of advice issued where appropriate.

As of 03/03 enquiries continue relating to reports of two males attempting entry of business premises in London Wall and a male accessing business premises on Bury Street and asking questions about security arrangements.

| PRIORITY: FRAUD | | Assessment | REQUIRES ACTION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|------------|-----------------|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|--------|--|--|--|--|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----|-------|-------|--------|-------|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Measure of Success | A reduction in the number of repeat victims of fraud | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| AIM/RATIONALE | Protecting victims is an important role for the Force to ensure that vulnerable people and the wider public are not persistently targeted and fall victim to multiple fraudsters taking advantage of vulnerabilities within existing victims. Our prevention activities and advice given to victims aim to make it harder for the fraudsters to take additional advantage of victims and to protect the public from continued fraud risk. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Reason for Assessment | SATISFACTORY: Reduction in the number of repeat fraud victims compared to the number reported in 2019/20. CLOSE MONITORING: No reduction in the number of repeat fraud victims compared to the level set within 2019/20. REQUIRES ACTION: Increase in the number of repeat fraud victims compared to the number reported in 2019/20. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Current Position | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table><tr><th colspan="14">Repeat Victims of Fraud</th></tr><tr><th></th><th>Apr</th><th>May</th><th>Jun</th><th>Jul</th><th>Aug</th><th>Sep</th><th>Oct</th><th>Nov</th><th>Dec</th><th>Jan</th><th>Feb</th><th>Mar</th><th>Total</th></tr><tr><td>Repeat Victims 2019/20</td><td>1,278</td><td>1,401</td><td>1,538</td><td>1,559</td><td>1,591</td><td>1,432</td><td>1,445</td><td>1,516</td><td>1,352</td><td>1,503</td><td>1,420</td><td>1,282</td><td>17,317</td></tr><tr><td>Repeat Victims 2020/21</td><td>1,215</td><td>1,369</td><td>1,438</td><td>1,402</td><td>1,383</td><td>1,095</td><td>1,633</td><td>1,626</td><td>1,677</td><td>895</td><td>1,675</td><td>2,119</td><td>17,527</td></tr><tr><td>Trend</td><td>↓</td><td>↓</td><td>↓</td><td>↓</td><td>↓</td><td>↓</td><td>↑</td><td>↑</td><td>↑</td><td>↓</td><td>↑</td><td>↑</td><td>↑</td></tr></table> | | | | Repeat Victims of Fraud | | | | | | | | | | | | | | | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total | Repeat Victims 2019/20 | 1,278 | 1,401 | 1,538 | 1,559 | 1,591 | 1,432 | 1,445 | 1,516 | 1,352 | 1,503 | 1,420 | 1,282 | 17,317 | Repeat Victims 2020/21 | 1,215 | 1,369 | 1,438 | 1,402 | 1,383 | 1,095 | 1,633 | 1,626 | 1,677 | 895 | 1,675 | 2,119 | 17,527 | Trend | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↑ | ↑ | ↑ | ↓ | ↑ | ↑ | ↑ |
| Repeat Victims of Fraud | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Total | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Repeat Victims 2019/20 | 1,278 | 1,401 | 1,538 | 1,559 | 1,591 | 1,432 | 1,445 | 1,516 | 1,352 | 1,503 | 1,420 | 1,282 | 17,317 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Repeat Victims 2020/21 | 1,215 | 1,369 | 1,438 | 1,402 | 1,383 | 1,095 | 1,633 | 1,626 | 1,677 | 895 | 1,675 | 2,119 | 17,527 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Trend | ↓ | ↓ | ↓ | ↓ | ↓ | ↓ | ↑ | ↑ | ↑ | ↓ | ↑ | ↑ | ↑ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| The baseline figure for 2019/20 is 17,317 repeat victims of Fraud were recorded for the year, 2020/21 saw 17,527 repeat victims; this is an increase of 210 victims. The graph below shows the trends for repeat fraud victims this year when compared to 2019/20 with October, November, December 2020, February & March 2021 exceeding the level recorded in 2019/20. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |



The above data relates to “Repeat Victims” of fraud and is caveated as follows.

The definition of a “Repeat Victim” is open to interpretation. There are several fraud types, such as Dating Fraud, in which the victim does not report the crime until after significant period of engagement with the suspect(s), during which several payments may have been made, potentially to different people. It is a matter of semantics as to whether such victims are victims of a single fraud, or multiple frauds. By contrast, many victims of investment frauds – the investigation of which can take a considerable period – will frequently submit additional reports in order to provide further details that have come to light. These are generally victims of a single fraud but are often categorised as repeat victims because of their subsequent reports.

At present there are limitations with regards our systems to accurately classify and validate actual repeat victim numbers, something we are working to rectify. For example we are also aware of several persons who regularly submit multiple reports which include no indication of actual fraud. Some of these have submitted hundreds and, in one case, thousands, of reports which at present skew the accuracy of figures. Due to this we commissioned research and analysis in producing a report on Repeat Victims at the end of financial year 2019-2020 which determined that “Repeat Victims” in fact comprised around 5-6% of all victims. Unfortunately, this level of research and analysis is not practicable on a rolling monthly basis so we at present are utilising the 2019-2020 research findings as our baseline.

| | | | |
|---|--|------------|-----------------|
| 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 | | | |
| The baseline for this measure from the 2019/20 survey is as follows: 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 3 rd highest concern for street survey respondents. 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 2 nd 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: 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.

When compared with the 2019/20 survey a total of 137 respondents ranked road safety as a top three priority out of a total of 622 responses. This means that 22% of respondents put road safety into the top three priorities for the Force in 2019/20. This year a total of 210 respondents put road safety within one of the top three priorities out of 580 responses. This equates to 36% of the respondents considered road safety a top three priority. Overall, this perception has increased by 14% 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.

However, it should be noted that just because the public perceive this as a priority it does not mean the Force has not been treating it as a priority and tasking appropriately, but the Force recognises that it is essential to improve communication to the Community around this to highlight our good work in promoting Force activities and outcomes in this area.

At the Force Performance Management Group meeting in late January 2020 a focused tasking plan actioned in relation to Road Danger Reduction Vision Zero and 'Fatal Five' (speed, drink, drugs, mobile phones, seatbelts) was submitted to continue the existing work in this area. Other areas of concentration include; anti-social use of vehicles; in-attentive pedestrians and cyclists & eScooters. These are ongoing operations. This years' survey should show if these have been effective in reassuring the City Community.

| | | | |
|---|--|------------|-----------------|
| 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 ASB 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.

However, it should be noted that just because the public perceive this as a priority it does not mean the Force has not been treating it as a priority and tasking appropriately, but the Force recognises that it is essential to improve communication to the Community around this to highlight our good work in promoting Force activities and outcomes in this area. With the further lockdowns in November and December 2020 and the lock down only having been lifted on 22nd March 2021, incidents of ASB have been very limited. This has been particularly evident with no Night Time Economy in the City. It is anticipated that ASB will begin to increase again as lockdown lifts so this year' survey will show if policing operations have been effective in reassuring the City Community.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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