



## Police Authority Board

**Date:** THURSDAY, 19 SEPTEMBER 2019  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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**DATES OF FUTURE MEETINGS all at 11.00am**

24 October 2019  
28 November 2019  
22 January 2020  
27 February 2020

**N.B. There will be a Member Briefing on the Transform Programme at 9.30am prior to the meeting.**

**Lunch will be served in Guildhall Club at 1.00pm**

**N.B. Part of this meeting could be the subject of audio or video recording**

**John Barradell  
Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 11 July 2019.

**For Decision**  
(Pages 1 - 10)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

**For Information**  
(Pages 11 - 14)

5. **MINUTES - ECONOMIC CRIME COMMITTEE OF THE POLICE AUTHORITY BOARD**

To receive the draft public minutes and non-public summary of the Economic Crime Committee meeting held on 5 July 2019.

**For Information**  
(Pages 15 - 18)

6. **BUDGET MONITORING MONTH Q1 2019/20**

Report of the Commissioner of Police.

**For Information**  
(Pages 19 - 34)

7. **CITY OF LONDON POLICE COMMUNICATION STRATEGY UPDATE**

Report of the Director of Communications – TO FOLLOW.

**For Information**  
(Pages 35 - 40)

8. **ACTION KNOW FRAUD UPDATE**

The Commissioner to be heard.

**For Information**

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

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN 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 Schedule 12A of the Local Government Act.

**For Decision**

**Part 2 - Non-Public Agenda**

12. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 11 July 2019.

**For Decision**  
(Pages 41 - 48)

13. **NON-PUBLIC OUTSTANDING REFERENCES**  
Joint Report of the Town Clerk and Commissioner.

**For Information**  
(Pages 49 - 50)

14. **NON-PUBLIC MINUTES - ECONOMIC CRIME COMMITTEE OF THE POLICE AUTHORITY BOARD**  
To receive the draft non-public minutes of the Economic Crime Committee meeting held on 5 July 2019.

**For Information**  
(Pages 51 - 56)

15. **NON-PUBLIC MINUTES - POLICE ACCOMMODATION WORKING PARTY**  
To receive the minutes of the Police Accommodation Working Party meeting held on 2 September 2019.

**For Information**  
(Pages 57 - 60)

16. **COMMISSIONER'S UPDATES**  
The Commissioner to be heard.

**For Information**

17. **POLICE ACCOMMODATION DECANT PROGRAMME - COST PRESSURES**  
Joint Report of the Commissioner, City Surveyor and Chamberlain - TO FOLLOW.

**For Decision**

18. **GATEWAY 6 ISSUE - ACTION KNOW FRAUD**  
Report of the Commissioner.

**For Decision**  
(Pages 61 - 86)

19. **DISPUTE STRATEGY UPDATE REPORT**

Report of the Chamberlain.

**For Information**  
(Pages 87 - 92)

20. **NATIONAL ENABLING PROGRAMME (NEP) - VARIATION OF CONTRACT**

Report of the Commissioner.

**For Decision**  
(Pages 93 - 98)

21. **GATEWAY 6 - CASE, CUSTODY, CRIME & INTELLIGENCE**

Report of the Commissioner.

**For Decision**  
(Pages 99 - 108)

22. **GATEWAY 4 - IT SERVICE 2020 CONTRACT - SOURCING**

Report of the Chamberlain.

**For Information**  
(Pages 109 - 128)

23. **POLICE BUSINESS AT CITY OF LONDON POLICE AUTHORITY COMMITTEES  
SINCE JULY 2019**

Report of the Town Clerk.

**For Information**  
(Pages 129 - 132)

24. **REPORT ON ACTION TAKEN**

Report of the Town Clerk.

**For Information**  
(Pages 133 - 134)

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

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

## **POLICE AUTHORITY BOARD** **Thursday, 11 July 2019**

Minutes of the meeting of the Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 11 July 2019 at 11.00 am

### **Present**

#### **Members:**

Douglas Barrow (Chairman)  
Deputy James Thomson (Deputy Chairman)  
Nicholas Bensted-Smith  
Deputy Keith Bottomley  
Tijs Broeke  
Alderman Alison Gowman  
Alderman Ian Luder  
Andrew Lentin (External Member)  
Deborah Oliver (External Member)  
Deputy Henry Pollard

#### **City of London Police Authority:**

John Barradell	- Town Clerk & Chief Executive
Simon Latham	- Head of Town Clerk's Office & Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Oliver Bolton	- Deputy Head of Police Authority Team
Alistair MacLellan	- Town Clerk's Department
Alistair Cook	- Head of Police Authority Finance
Sean Green	- Chamberlain's Department (Information Technology)
Paul Chadha	- Comptroller & City Solicitor's Department
Philip Saunders	- Remembrancer's Department

#### **City of London Police Force:**

Ian Dyson	- Commissioner
Karen Baxter	- Commander (Economic Crime)
Dai Evans	- T/Commander (Operations)
Maria Woodall	- Detective Chief Superintendent
Cecilie Booth	- Chief Operating and Chief Financial Officer
Hayley Williams	- City of London Police

#### **Observer (Public Session):**

Matt Parr	- Her Majesty's Inspector of Constabulary and Her Majesty's Inspector of Fire and Rescue Services
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1. **APOLOGIES**  
Apologies were received from Simon Duckworth, Alderman Emma Edhem and Chris Hayward.
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**  
There were no declarations.
3. **MINUTES**  
**RESOLVED**, that the public minutes and non-public summary of the meeting held on 16 May 2019 be approved.
4. **OUTSTANDING REFERENCES**  
Members considered a joint report of the Town Clerk and Commissioner regarding outstanding references from previous meetings and the following points were made.

#### **8/2018/P – City of London Police Communications Strategy**

- The Chairman noted that the report scheduled at Item 10 that day had been withdrawn and would be submitted to a future meeting.

#### **17/2019/P – Term Limits for Police Authority Board Members**

- In response to a comment from a Member, the Town Clerk agreed to bring forward an options paper on term limits to the October 2019 meeting of the Board.

**RESOLVED**, that the report be received.

5. **DRAFT MINUTES - PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE**  
**RESOLVED**, that the draft public minutes and non-public summary of the Performance and Resource Management Committee meeting held on 21 June 2019 be received.
6. **DRAFT MINUTES - POLICE PENSIONS BOARD**  
**RESOLVED**, that the draft public minutes and non-public summary of the Police Pensions Board meeting held on 12 June 2019 be received, and the recommendation from the Board that John Todd be appointed Police Pensions Board Deputy Chairman be approved.
7. **DRAFT MINUTES - PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE**  
**RESOLVED**, that the draft public minutes and non-public summary of the Professional Standards and Integrity meeting held on 3 June 2019 be received.
8. **HER MAJESTY'S INSPECTOR OF CONSTABULARY**  
Her Majesty's Inspector of Constabulary (HMIC) was heard, and the following points were made.

- HMIC noted the positive performance of the Force in the recent PEEL inspection.
- The Chairman noted that he was writing to the Home Office that day to update the relevant Minister regarding the Force's response to the PEEL inspection.
- In response to a question, HMIC and the Commissioner noted that City Schools within the PEEL inspection report were interpreted to mean those within the Square Mile, rather than the Authority's wider Family of City Schools which included independent schools and academies that were situated outside the Square Mile.
- In response to a question, HMIC noted that, from an inspection perspective, he did not want to see Forces overemphasising outcomes. HMICFRS was on hand to give advice to Forces to ensure alignment between Authorities, Forces, and HMICFRS.

9. **HMICFRS INTEGRATED PEEL INSPECTION - ACTION PLAN**

Members considered a report of the Commissioner regarding the HMICFRS Integrated PEEL Inspection – Action Plan and the following points were made.

- In response to a question, the Commissioner confirmed that the Force was implementing a new process to ensure the Force's counter-corruption effort was up to standard.

**RESOLVED**, that the report be received.

10. **CITY OF LONDON POLICE COMMUNICATIONS STRATEGY**

The Town Clerk noted that this report had been withdrawn.

11. **ANNUAL REPORT ON PROFESSIONAL STANDARDS ACTIVITY - 2018/19**

Members considered an Annual report of the Commissioner regarding Professional Standards Activity 2018/19 and the following points were made.

- A Member queried whether, in future iterations, comparisons could be made with peer Forces with regards to performance.
- The Chair of the Professional Standards and Integrity Committee thanked Detective Chief Superintendent Maria Woodall for her service as Head of Professional Standards.

**RESOLVED**, that the report be received.

12. **COMMUNITY SCRUTINY GROUP AND INDEPENDENT ADVISORY GROUP ARRANGEMENTS**

Members considered a report of the Commissioner regarding Community Scrutiny Group (CSG) and Independent Advisory Group (IAG) arrangements and the following points were made.

- A Member commented that he had attended a recent Community Scrutiny Group meeting and suggested that Force responsibility for supporting both the CSG and IAG should be the primary focus of an individual's role, rather than an additional responsibility for an existing post-holder.

**RESOLVED**, that the report be received.

**13. QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

Members considered an update report of the Commissioner regarding Community Engagement and the following points were made.

- A Member welcomed the update regarding Operation Luscombe and requested confirmation on when a review of the operation would be conducted **(25/2019/P)**.
- The Chairman welcomed the fact the Counter Terrorism Security Adviser Team would be fully staffed as of July 2019, and the work being done on the Force's approach to Safeguarding and Vulnerability, and Anti-Social behaviour.
- In response to a question, the Commissioner confirmed that a review of lessons learned from the London Bridge Terror Attack would be implemented fully once the inquest had concluded.
- In response to a question, the Commissioner confirmed that the Force was content to focus its Cyber Griffin activity on City businesses.

**RESOLVED**, that the report be received.

**14. QUARTERLY EQUALITY AND INCLUSION UPDATE**

Members considered an update report of the Commissioner regarding Equality and Inclusion.

**RESOLVED**, that the report be received.

**15. SPECIAL INTEREST AREA SCHEME 2019/20**

Members considered a report of the Town Clerk regarding the Special Interest Area Scheme 2019/20.

**RESOLVED**, that

- The Special Interest Area Scheme 2019/20 be agreed.
- The following appointments be made:

<b>Special Interest Area</b>	<b>Lead Member</b>
Business Improvement, Performance & Risk Management	Deputy James Thomson / Andrew Lentin (Risk)
Strategic Policing Requirement	Henry Pollard



Overview	
Professional Standards and Integrity (& Human Resources)	Alderman Alison Gowman
Equality, Diversity & Human Rights	Tijs Broeke
Counter Terrorism	Deputy James Thomson
Economic Crime and Fraud (& Cyber Security)	Nick Bensted-Smith
Community Engagement & Anti-Social Behaviour	Tijs Broeke
Public Order	Alderman Emma Edhem
Road Safety (& Casualty Reduction)	Alderman Alison Gowman
Safeguarding & Public Protection (Vulnerability & ICV Scheme)	<i>Vacancy to be advertised (26/2019/P)</i>

**16. THE OFFENSIVE WEAPONS ACT 2019**

Members considered a report of the Remembrancer regarding the Offensive Weapons Act 2019.

**RESOLVED**, that the report be received.

**17. THE CITY OF LONDON POLICE PENSIONS BOARD - REVIEW OF ACTIVITIES FOR THE PERIOD 1 APRIL 2018 TO 31 MARCH 2019**

Members considered a report of the Chamberlain regarding the City of London Police Pensions Board – Review of Activities for the period 1 April 2018 to 31 March 2019.

**RESOLVED**, that the report be received.

**18. REVENUE AND CAPITAL BUDGET OUTTURN REPORT 2018/19**

Members considered a report of the Commissioner regarding the Revenue and Capital Budget Outturn Report 2018/19 and the following points were made.

- The Chamberlain noted that the £5.4m overspend had been off-set by mitigations and the planned increase in the Business Rate Premium.
- In response to a question, the Chief Operating and Chief Financial Officer confirmed that the Force had a provision to deal with bad debt.

**RESOLVED**, that the report be received.

**19. BUDGET MONITORING MONTH 2 - 2019/20**

Members considered a report of the Commissioner regarding Budget Monitoring for Month 2 2019/20 and the following points were made.

- The Commissioner noted that there was a conversation to be had regarding the affordability of the Force workforce, given that the current establishment was working with a vacancy rate which brought with it significant pressures.

- In response to a question, the Chief Operating and Chief Financial Officer noted that the report had not been prepared on an accruals basis. She would review the format of the report ahead of the September 2019 meeting, taking into account further comments from Members regarding the potential to include data such as variance, and a format that readily provided detail on the year-to-date position against the agreed budget **(27/2019/P)**.

**RESOLVED**, that the report be received.

**20. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**  
**Facilitation of Protests outside the Central Criminal Court (Old Bailey)**

A Member was heard regarding his concern, and concerns expressed to him by local businesses and stakeholders, regarding the perceived facilitation of a protest by supporters of Stephen Yaxley-Lennon outside the Central Criminal Court, specifically the parking of a double-decker bus outside the court building and, on a previous occasion, the erection of a speaking platform. The Member questioned whether these measures were necessary. Reference was made to a recent resolution on the issue arising from the Policy and Resources Committee.

The Commissioner was heard in reply, noting that the approach taken to the recent protest involving Stephen Yaxley-Lennon had allowed business to continue within the Court building, which had been a key policing objective. The Commissioner was not aware of any specific complaints being made to the City of London Police but accepted that the protest had proved disruptive to the immediate area outside the court building. The Commissioner noted that any plan for policing a protest had to be objective and could not be informed by a subjective view of a person's politics.

The Commissioner concluded by noting that the decision to licence the speaking stage had been one made by the local authority, and that decision was informed by the assessment of threat/risk arising from the protest. There was a case to be made that the risk of disorder was minimised through policing the protestors in a specific area where they wished to congregate. With that in mind, it should be noted that the displacement of the double decker bus away from the court building had a negative impact on the flow of traffic along Lower Thames Street.

The T/Commander (Operations) added that the policing plan for the Old Bailey had been informed by views of stakeholders within the court building.

**Facial Recognition Trial**

In response to a question on whether the Force planned to trial facial recognition technology, the Commissioner confirmed that the technology was available but a debate over its employment was necessary prior to any trial being conducted.

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

There was no other business.

22. **EXCLUSION OF THE PUBLIC**  
**RESOLVED**, that under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
23. **NON-PUBLIC MINUTES**  
**RESOLVED**, that the non-public minutes of the meeting held on 16 May 2019 be approved.
24. **NON-PUBLIC OUTSTANDING REFERENCES**  
Members considered a joint report of the Town Clerk and Commissioner regarding non-public outstanding references.
25. **DRAFT NON-PUBLIC MINUTES - PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE**  
**RESOLVED**, that the draft non-public minutes of the Performance and Resource Management Committee meeting held on 21 June 2019 be received.
26. **DRAFT NON-PUBLIC MINUTES - PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE**  
**RESOLVED**, that the draft non-public minutes of the Professional Standards and Integrity Committee meeting held on 3 June 2019 be received.
27. **MEDIUM TERM FINANCIAL PLAN UPDATE**  
The Commissioner and Treasurer were heard regarding the Medium-Term Financial Plan.
28. **COMMISSIONER'S UPDATES**  
The Commissioner was heard regarding a number of current issues.
29. **GATEWAY 6 ISSUE - ACTION AND KNOW FRAUD CENTRE**  
Members considered a Gateway 6 Issue report of the Commissioner regarding the Action and Know Fraud Centre.
30. **ETHICAL PARTNERSHIPS FUNDING STRATEGY UPDATE**  
Members considered an update report of the Commissioner regarding Ethical Partnerships Funding Strategy.
31. **TRANSFORM PROGRAMME: TARGET OPERATING MODEL UPDATE**  
Members considered an update report of the Commissioner regarding the Transform Programme: Target Operating Model.
32. **TRANSFORM PROGRAMME: UPDATED ESTIMATE OF CASH RELEASING BENEFITS (CRBS) AND ENHANCED INCOME GENERATION**  
Members considered a report of the Commissioner regarding the Transform Programme: Updated Estimate of Cash Releasing Benefits and Enhanced Income Generation.

33. **NATIONAL ENABLING PROGRAMME - DESIGN REFRESH**  
Members considered a report of the Commissioner regarding the National Enabling Programme – Design Refresh.
34. **MEMORANDUM OF AGREEMENT FOR THE POLICE NATIONAL ENABLING PROGRAMME BETWEEN CITY OF LONDON CORPORATION AND POLICE ICT COMPANY FOR 2019/20**  
Members considered a report of the Commissioner regarding a Memorandum of Agreement for the Police National Enabling Programme between the City of London Corporation and Police ICT Company for 2019/20.
35. **CITY OF LONDON POLICE VEHICLE FLEET UPDATE REPORT**  
Members considered an update report of the Commissioner regarding the City of London Police Vehicle Fleet.
36. **CITY OF LONDON POLICE RISK REGISTER UPDATE**  
Members considered an update report of the Commissioner regarding the City of London Police Risk Register.
37. **POLICE ACCOMMODATION STRATEGY: CITY OF LONDON POLICE GENERAL UPDATE REPORT**  
Members considered an update report of the Commissioner regarding the Police Accommodation Strategy.
38. **GATEWAY 6 ISSUE - POLICE ACCOMMODATION STRATEGY: DECANT - RELOCATION OF FORCE CONTROL ROOM**  
Members considered a Gateway 6 Issue report of the Commissioner regarding the Police Accommodation Strategy: Decant – Relocation of Force Control Room.
39. **GATEWAY 6 ISSUE - POLICE ACCOMMODATION STRATEGY: DECANT - FORENSIC SERVICES INTERIM LOCATION (RELOCATION OF FINGERPRINT LABORATORY)**  
Members considered a Gateway 6 Issue report of the Commissioner regarding the Police Accommodation Strategy: Decant – Forensic Services Interim Location (Relocation of Fingerprint Laboratory).
40. **WOOD STREET AND SNOW HILL POLICE STATIONS - DELEGATED AUTHORITY TO APPROVE RECOMMENDED DISPOSAL OFFERS RECEIVED**  
Members considered a request for delegated authority from the City Surveyor regarding Wood Street and Snow Hill – Authority to Approve Recommended Disposal Offers Received.
41. **CITY OF LONDON POLICE IT MODERNISATION PROGRAMME**  
Members considered a joint report of the Chamberlain and Commissioner regarding the City of London Police IT Modernisation Programme.

**42. REPORT ON ACTION TAKEN BETWEEN MEETINGS**

Members considered a report of the Town Clerk regarding action taken between meetings.

**43. SUMMARY OF CITY OF LONDON POLICE BUSINESS AT CITY OF LONDON CORPORATION COMMITTEES**

Members considered a summary report of the Town Clerk regarding City of London Police Business at City of London Corporation Committees.

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

There were no questions.

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

There was no other business.

**The meeting ended at 1.00 pm**

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Chairman

**Contact Officer: Alistair MacLellan / [alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)**

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### Outstanding Public ORs from PAB

Reference Number	Meeting Date & Agenda Item	Reference	Responsible Officer	Status
3/2018/P	1 November 2018 Item 6 – Annual Review of Fees and Charges	Report to be submitted to Members setting out instances where fees and charges have not been imposed and the reasons for this.	Commissioner of Police	<b>DUE OCTOBER 2019</b>  <b>Update:</b> In discussion with the Police Authority Treasurer it has been agreed that this is part of a more strategic review of a Charging Model and as such it will be integrated into the strategic financial planning process.
8/2018/P	1 November 2018 Item 9 – Stop and Search Update	City of London Police Communication Strategy update to be submitted to April 2019 meeting.  To include review of how to improve communications with Members and the public regarding how the Force and partners respond to incidents of rough sleeping in the City in consultation with CoL Corporate Comms team (formerly 4/2019/P).	Town Clerk / Commissioner of Police	<b>This is due to be an agenda item (to follow).</b>
15/2018/P	Item 4 Outstanding References	Barbican CCTV will form part of Secure City Programme when CCTV is reviewed in the round.	Commissioner of Police	<b>DUE SIX MONTHS POST-CROSSRAIL OPENING.</b>

### Outstanding Public ORs from PAB

Reference Number	Meeting Date & Agenda Item	Reference	Responsible Officer	Status
7/2019/P	Item 11 ATTRO Review 2018	Report on whether ATTRO remains appropriate tool to be submitted to Members.	Director of the Built Environment	<b>DUE JANUARY 2020</b> <b>April 2019 Update:</b> Policy Committee (February 2019) agreed that ATTRO arrangements be subject to review every three years.
14/2019/P	April 2019 Item 8 Quarterly Community Engagement Update	Statistics for begging and rough sleeping to be separated out and language of reporting to avoid term 'vagrant'/ vagrancy going forward.	Commissioner of Police	<b>IN PROGRESS</b> Will be addressed in next Quarterly update due October 2019. Work is continuing within Intelligence and Information Directorate to collate and classify ASB incidents accurately.
17/2019/P	May 2019 Item 9 Appointment of Committees	Options paper to be submitted to Police Authority Board regarding maximum term limits for Police Authority Members	Town Clerk	<b>DUE October 2019</b>
17A/2019/P	May 2019 Item 9 Appointment of Committees	Vacancy on Homelessness and Rough Sleeping Sub (Community and Children's Services) Committee to be advertised at future meetings.	Town Clerk	<b>IN PROGRESS</b> This will be advertised at the July 2019 meeting and going forward until Members direct otherwise.



### Outstanding Public ORs from PAB

Reference Number	Meeting Date & Agenda Item	Reference	Responsible Officer	Status
24/2019/P	May 2019 Item 16 Public Question	Force/Authority to liaise with City of London Corporation regarding potential for Authority to meet cost on behalf of Force of charging to HRA for Middlesex Street Car Park	Treasurer	<b>September 2019 Update</b> – Treasurer reports that the MoU for Middlesex St car park was considered by Police Committee in Sept 2018 and the minutes noted that the rental payment was to be funded from CoLP revenue budgets. The supporting paper added that the charge would be offset by savings from closure of Wood St and Snow Hill, but that the car park project may need to cover any shortfall in the interim pending these savings being realised. Possibly for further discussion if necessary.
25/2019/P	July 2019 Item 13 Quarterly Community Engagement Update	Confirmation to be provided to the Board on when review of Operation Luscombe will be conducted.	Commissioner	<b>September 2019 Update</b> – A report will be submitted to November 2019 Police Authority Board and December 2019 Homelessness and Rough Sleeping Sub (Community and Children's Services) Committee
26/2019/P	July 2019 Item 15 Special Interest Areas 2019/20	Safeguarding and Public Protection SIA to be advertised to the Board for appointment	Town Clerk	<b>IN PROGRESS</b> This will be advertised ahead of the September 2019 meeting and going forward until Members direct otherwise.

### Outstanding Public ORs from PAB

Reference Number	Meeting Date & Agenda Item	Reference	Responsible Officer	Status
27/2019/P	July 2019 Item 19 Budget Monitoring Month 2	Format of report to be amended to include detail on variance, YTD performance against budget etc.	Chief Operating and Chief Financial Officer	<b>COMPLETE-</b> this has been included in the Q1 Budget Monitoring report format and will be so going forward.

## **ECONOMIC CRIME COMMITTEE OF THE POLICE AUTHORITY BOARD**

**Friday, 5 July 2019**

Minutes of the meeting of the Economic Crime Committee of the Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 5 July 2019 at 11.00 am

### **Present**

#### **Members:**

Nicholas Bensted-Smith (Chairman)

Simon Duckworth

Deputy Keith Bottomley

#### **City of London Police Authority:**

Simon Latham

- Deputy Chief Executive

Alex Orme

- Head of Police Authority Team

Oliver Bolton

- Deputy Head of Police Authority Team

Alistair MacLellan

- Town Clerk's Department

Dr Lucy Fraser

- Town Clerk's Department

#### **City of London Police Force:**

Karen Baxter

- Commander (Economic Crime)

Pauline Smith

- Director of Action Fraud

Claire Walton

- Action Fraud Service Development Manager & Leadership Facilitator

Jennifer V

- Head of Research and Analysis (National Fraud Intelligence Bureau)

### **1. APOLOGIES**

Apologies were received from Doug Barrow, Alderman Emma Edhem and Deputy James Thomson.

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

There were no declarations.

### **3. TERMS OF REFERENCE**

**RESOLVED**, that the terms of reference be received.

### **4. APPOINTMENT OF CO-OPTED MEMBER(S)**

Members considered the co-option of two Members to the Committee, noting that supporting statements had been received from two candidates, Deputy Robert Merrett and James Tumbridge. Members agreed that those two candidates should be co-opted, with the option being retained to invite a representative from the Home Office as an Observer on to the Committee.

**RESOLVED**, that Deputy Robert Merrett and James Tumbridge be co-opted on to the Economic Crime Committee for 2019/20.

5. **MINUTES**

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 5 April 2019 be approved.

6. **PUBLIC REFERENCES**

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

**1/2017/P – Fraudulent Cryptocurrencies**

- The Commander (Economic Crime) confirmed this reference would be allocated a named responsible officer and closed as soon as possible.

**2/2017/P – Cyber Training**

- Members noted that four training sessions had recently been delivered to Members and agreed that this reference could be closed.

**3/2018/P – Shaping the National Narrative around Economic Crime**

- The Commander (Economic Crime) confirmed that this reference would be the subject of a report to the October 2019 meeting.

**4/2018/P – Action Fraud Customer Experience**

- Members noted that this was an agenda item that day and therefore this reference could be closed.

**7/2019/P – National Lead Performance Reporting Model**

- Members the recent launch of a Fraud Hub and agreed that this reference could be closed.

**10/2019/P – National Lead Force Performance – Resourcing Section**

- Members agreed that this reference could be merged with 7/2019/P and closed.

**14/2019/P – National Lead Force Performance Reporting – Tiered Data**

- The Town Clerk agreed to liaise with Andrew Lentin to establish if this reference could be closed.

**16/2019/P – National Lead Force Performance – Use of Specials**

- Members noted that this reference would be the subject of a report to the October 2019 meeting of the Committee.

- In response to comments from a Member, the Director of Action Fraud agreed that the forthcoming report would include an assessment of the appropriateness of Specials contacting victims of fraud. The Commander (Economic Crime) assured Members that partner organisations working with the City of London Police would identify themselves, when partnered with the Police, as representatives of Action Fraud, not their own partner organisation.

**RESOLVED**, that the report be received.

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

There were no questions.

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

There was no other business.

**9. EXCLUSION OF THE PUBLIC**

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

**10. NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 5 April 2019 be approved.

**11. NON-PUBLIC REFERENCES**

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

**12. PRESENTATION - ACTION FRAUD CUSTOMER EXPERIENCE**

The Director of Action Fraud was heard regarding Action Fraud Customer Experience.

*Simon Duckworth left at this point of the meeting, thus meaning the meeting became inquorate. There being no items requiring decision remaining on the agenda, the Town Clerk agreed to take a note of items discussed on the remainder of the agenda, for submission to both the Police Authority Board and the next scheduled meeting of the Economic Crime Committee.*

**13. ECONOMIC CRIME COMMITTEE OF THE POLICE AUTHORITY BOARD INTERIM BRIEFING**

Members considered a interim briefing of the Commander (Economic Crime).

**14. ECONOMIC CRIME ACADEMY UPDATE: 2 MONTHS TO 31 MAY 2019**

Members considered a report of the Commissioner regarding the Economic Crime Academy for the two months up until 31 May 2019.

15. **ECONOMIC CRIME DIRECTORATE PERFORMANCE REPORT APRIL-MAY 2019**  
Members considered a report of the Commissioner regarding Economic Crime Directorate Performance for the period April-May 2019.
16. **ECONOMIC CRIME VICTIM CARE UNIT PERFORMANCE TO 24 MAY 2019**  
Members considered a report of the Commissioner regarding the Economic Crime Victim Care Unit Performance to 24 May 2019.
17. **ECONOMIC CRIME DIRECTORATE STAFF NUMBERS AT 1 JUNE 2019**  
Members considered a report of the Commissioner regarding Economic Crime Directorate Staff Numbers as at 1 June 2019.
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was one item of other business.

**The meeting ended at 12.37 pm**

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Chairman

**Contact Officer: Alistair MacLellan / [alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)**

<b>Committee:</b> Police Authority Board- For information	<b>Date:</b> 19 <sup>th</sup> September 2019
<b>Subject:</b> Budget Monitoring Month Q1 2019/20	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 68-19	<b>For Information</b>
<b>Report author:</b> Cecilie Booth, Chief Operating and Chief Financial Officer	

## Summary

The Chief Officer Cash Limited budget at the start of the year was £72.7m. The budget is now increased to £73.4m following the transfer of 15 City of London Corporation (COL) staff and associated budget to the Joint Contact Centre.

The budgets will be further adjusted in the second part of the financial year to reflect the 67 growth bid posts.

This report outlines the financial position for the first quarter of the 2019/20 financial year. Current projections indicate an overspend of £2.6m by the end of the year, primarily due to an unfunded increase in Police Officer pension contributions in the region of £2.5m based on full establishment. Current workforce levels indicate pressure of £2.3m this year.

There are additional budget pressures on overtime, a larger pay award for Officers than expected and legal costs in relation to the London Bridge inquest. Savings of £6.3m are built into the budget, with £4.7m in pay and £1.6m in non-pay. Maintaining acceptable service levels whilst holding the required level of vacant posts as part of agreed pay mitigation continues to be challenge.

Ongoing management of the vacancy factor, maximising income opportunities and managing non-essential spend continue in order to bring the position back within budget by the end of the year.

## Recommendation

Members are asked to note the report.

## 1 Chief Officer Cash Limit Budget

- 1.1 The Chief Officer cash limited budget at the start of the year was £72.7m. This has now increased to £73.4m due to the transfer of the Joint Contact Centre staff. This is funded as follows:

**Table 1**

<b>Funding Type</b>	<b>Amount (£000)</b>
Core Grant (inc NICC)	57,100
Business Rates Premium	13,000
Precept grant	2,700
CoL Contact Centre	680
<b>Total Funding</b>	<b>73,480</b>

1.2 The latest forecast position is summarised below.

**Table 2**

	<b>2019/20 Budget £000</b>	<b>Budget YTD £000</b>	<b>Actual YTD £000</b>	<b>Variance YTD £000</b>	<b>Projected Outturn £000</b>	<b>Projected Variance £000</b>
Total Pay	101,702	25,426	19,330	(6,096)	101,012	(690)
Non-Pay	39,726	9,932	9,385	(547)	41,189	1,463
<b>Total Expenditure</b>	<b>141,428</b>	<b>35,357</b>	<b>28,715</b>	<b>(6,644)</b>	<b>142,201</b>	<b>773</b>
<b>Total Income</b>	<b>(67,948)</b>	<b>(16,987)</b>	<b>(10,122)</b>	<b>6,865</b>	<b>(66,076)</b>	<b>1,872</b>
<b>Funding</b>	<b>(73,480)</b>	<b>(18,370)</b>	<b>(18,370)</b>	<b>0</b>	<b>(73,480)</b>	<b>0</b>
<b>Total</b>	<b>0</b>	<b>0</b>	<b>222</b>	<b>222</b>	<b>2,645</b>	<b>2,645</b>

1.3 Table 2 indicates a potential overspend of £2.6m, primarily due to the additional costs associated with the 9.7% increase to Police Officer pension contributions.

1.4 The Employer's contribution to Police Pension increased from 21.3% to 24.2% in 2018/19 with a further increase to 31% in 2019/20. This increase in contribution provides an additional budget pressure of £2.5m based on full establishment. At this stage it is unclear how this additional pressure will be funded, and it remains a significant risk. A mitigation plan is being worked up with the City of London Corporation, which is likely to include increasing charges for funded work in future years, however, there will be a residual pressure within 2019/20.

1.5 In addition to this, the following pressures are contributing to the forecast overspend:

- Overtime – a projected overspend of £1m (please see overtime section below)



- The confirmed 2.5% pay award for Police Officer's which adds further pressure of £0.116m as the budget was set based on an estimate of 2%.
- Legal costs in respect of the London Bridge inquest of £0.250m

1.6 The YTD position on income relates to income accrued in 2018/19 for Action Fraud, which has not been received in the first quarter. Discussions are taking place with the Home Office to progress receipt of this income.

## 2 Savings Target

2.1 Budget mitigations of £6.3m are required in-year to deliver within budget. This comprises £4.7m in pay and £1.6m in non-pay. To achieve the required savings during the year, there is a plan in place, and that the plan is being monitored closely through internal governance, fortnightly monitoring meetings with the authority, and through this Board. Pay savings will be found through workforce and vacancy management in core funded posts. The level of monthly pay savings required is £0.390m (81 posts, officers / staff). Non-pay savings of £1.6m have been identified as set out in Table 3 below.

2.2 Current projections indicate we are on course to deliver the required mitigations. However, this does rely on continuation of strong vacancy management throughout the remainder of the year. If and when additional non-pay savings or additional income / funding are achieved, the plan will be adjusted accordingly. There are currently 103 FTE core funded vacancies contributing to the below budget mitigations. Maintaining acceptable service levels whilst holding the required level of vacant posts as part of agreed pay mitigation continues to be challenge.

**Table 3**

<b>Savings Tracker</b>	<b>Target (£000)</b>	<b>YTD Actual (£000)</b>	<b>Forecast (£000)</b>	<b>Variance (£000)</b>	<b>Risk</b>
Vacancy factor	3,700	925	3,700	-	<b>A</b>
Transform pay savings - holding branch	1,000	250	1,000	-	<b>A</b>
<b>Total pay</b>	<b>4,700</b>	<b>1,175</b>	<b>4,700</b>	-	
Corporate Plan income	300	50	300	-	<b>G</b>
Facilities Management	500	125	500	-	<b>G</b>
Seized assets disposal	300	36	300	-	<b>A</b>
Agency staff	500	125	500	-	<b>G</b>
<b>Total non-pay</b>	<b>1,600</b>	<b>336</b>	<b>1,600</b>	-	
<b>Total</b>	<b>6,300</b>	<b>1,511</b>	<b>6,300</b>	-	

### 3 Directorate Revenue Position

3.1 As at the end of quarter one, current projections indicate a budget deficit of £2.6m. The table below sets out the Directorate position. This includes £6.3m budget mitigations shown above and continued robust vacancy management.

**Table 4**

	<b>2019/20 Budget £000</b>	<b>Budget YTD £000</b>	<b>Actual YTD £000</b>	<b>Variance YTD £000</b>	<b>Projected Outturn £000</b>	<b>Projected Variance £000</b>
BSD	28,615	7,154	(4,040)	(11,194)	28,582	(33)
Crime	10,119	2,530	2,927	397	9,989	(130)
ECD	7,751	1,938	12,734	10,796	7,921	170
I&I	11,905	2,976	3,006	30	13,615	1,710
UPD	15,023	3,756	3,952	196	15,951	928
<b>Grand Total</b>	<b>73,413</b>	<b>18,353</b>	<b>18,580</b>	<b>222</b>	<b>76,058</b>	<b>2,645</b>

3.2 Table 5 below outlines the position without the additional unfunded pension, which shows a projected budget deficit of £0.328m. The main Directorate movement is within BSD where the unfunded pension increase is held. Budgets for all vacant posts are transferred to BSD as part of the budget mitigations plan.

**Table 5**

	<b>2019/20 Budget £000</b>	<b>Projected Outturn £000</b>	<b>Projected Variance £000</b>
BSD	30,933	28,429	(2,504)
Crime	9,690	9,646	(43)
ECD	7,148	7,414	266
I&I	11,606	13,275	1,669
UPD	14,036	14,976	939
<b>Grand Total</b>	<b>73,413</b>	<b>73,741</b>	<b>328</b>

#### **Directorate Variances (See Table 4)**

##### **3.3 Business Support Directorate (BSD) - £0.033m underspend**

The Directorate is forecasting a small underspend. In addition to support service budgets, the Directorate also holds the unfunded additional police officer pension pressure of £2.5m (based on full establishment) as well as the pay budget mitigation of £3.0m. As can be seen from Table 5, the pressure on police officer pensions is the main risk. If this were funded, the Directorate would be reporting an underspend in line with the pay budget mitigations. The position also includes spend of £0.250m relating to the London Bridge inquest. The YTD actual includes receipt of the full year pension deficit grant resulting in a credit position - this will

even out as the year progresses. The Directorate is holding core funded net vacant posts of 5.75 FTE

#### 3.4 Crime - £0.130m underspend

There are minor variances within non-pay budgets. The Directorate is holding core funded net vacant posts of 17 FTE.

#### 3.5 Economic Crime Directorate (ECD) - £0.170m overspend

The Directorate is 81% externally funded and forecast to breakeven in these areas. The Action Fraud service (£9.5m) is part of this and continues to pose a significant risk due to the level of ongoing funding and level of spend. There are some risk around future funding agreements, which is subject to ongoing review, as well as the appropriate recharge between core funded and externally funded units. The Directorate is holding core funded net vacant posts of 8.25 FTE.

#### 3.6 Intelligence and Information (I&I) - £1.710m overspend

The projected overspend position within I&I is due to a number of factors, primarily relating to non-pay budgets including subscription costs within the Command Hub, professional fees paid for Regulation of Investigatory Powers Act (RIPA) requests in the Central Authorities Bureau and pressures within the Information Management division in respect of the cost of licences, subscriptions and maintenance costs for information security. In addition to this there are pressures on overtime, mainly within the Command Hub. Overtime activity is driven by demand and the 24 hour nature of work that the Command Hub and Surveillance team undertake. Various measures are being reviewed to address and manage overtime. For instance, there is a review of work and shift patterns to minimise the need for overtime and efforts to build team resilience at supervisory levels. The Directorate is holding core funded net vacant posts of 18.7 FTE

#### 3.7 Uniformed Policing Directorate (UPD) - £0.928m overspend

The projected overspend is primarily due to projected overtime, in particular in Firearms, Support Group and Response teams. Measures are being introduced to manage this which should improve the position, however, this remains a significant area of risk with uncertainty around future potential public order events. There are also additional budget pressures in respect of hire costs for firearms training courses. The Directorate is holding core funded net vacant posts of 7 FTE.

### **4 Workforce**

4.1 The pay budget constitutes 70% of our expenditure budget and the stringent management of vacant posts is essential to managing the financial position this year. The current establishment is 1,358.1 FTE, comprising 840 Officers and 518.1 staff. The actual workforce paid in June was 1,181.85 FTE comprising 748.04 Officers and 433.81 Staff.

4.2 This includes 15 FTE in respect of the Joint Contact Centre that transferred from the Corporation with associated funding and the 67 FTE growth posts. Budgets will be adjusted with relevant funding as and when posts are filled.

4.3 The tables below set out the actual position by month for Quarter one. The position reflects the holding of vacant posts required to deliver budget mitigations. Maintaining acceptable service levels whilst holding posts vacant continues to be a challenge operationally, however, is required to deliver within budget.

**Table 6**

<b>FTE</b>	<b>April</b>	<b>May</b>	<b>June</b>
Officers	735.00	746.33	748.04
Staff	435.47	435.56	433.81
<b>Total</b>	<b>1,170.47</b>	<b>1,181.89</b>	<b>1,181.85</b>

<b>Headcount</b>	<b>April</b>	<b>May</b>	<b>June</b>
Officers	744.00	763.00	756.00
Staff	447.00	449.00	445.00
<b>Total</b>	<b>1,191.00</b>	<b>1,212.00</b>	<b>1,201.00</b>

4.4 The Prime Minister has pledged to recruit 20,000 extra police officers in England and Wales over the next three years, with a recruitment drive starting from September 2019. Police forces have been asked to submit bids for their potential share of the 20,000. CoLP has submitted an evidence based bid for 113 new officers, which is based on the Strategic Threat and Risk Assessment (STRA) review. The STRA identified the need for 180 additional officers and staff, 67 new posts have already been approved by members which leaves a balance of 113. We are awaiting feedback from the Home Office and members will be updated in due course.

## **5 Income**

5.1 Table 7 below sets out the grant funding position for the Force totalling £62.486m. Current projections indicate a high level of confidence in receipt from all funders, and there is a small surplus expected due to an additional in year allocation. The YTD actual position is currently reflecting a number of accruals from last year where full 2018/19 allocations have not yet been received. The majority of these are minor, however, the larger ones relate to Action Fraud. Discussions are taking place to progress receipt of this income.

**Table 7**

<b>Name of Grant</b>	<b>Funding Provider</b>	<b>2019/20 Budget £000</b>	<b>Actual YTD £000</b>	<b>Projected Outturn £000</b>	<b>Projected Variance £000</b>	<b>Risk Rating</b>
Police Pensions Grant	Home Office	(20,400)	(18,903)	(20,400)	0	G
National Cyber Security Programme	Home Office	(6,645)	0	(6,645)	0	G
Counter Terrorism Policy Grant	Home Office	(6,270)	(3,055)	(6,270)	0	G
Action Fraud Managed Service	Home Office	(5,500)	5,500	(5,500)	0	G
Insurance Fraud Enforcement Team	Association of British Insurers	(4,003)	0	(4,003)	0	G
Action Fraud National Fraud Intelligence Bureau	Home Office	(4,000)	4,000	(4,000)	0	G
Dedicated Cheque & Plastic Card Unit (DCPCU)	UK Payments Administration Ltd	(2,520)	(192)	(2,520)	0	G
National Lead Force	Home Office	(2,500)	0	(2,500)	0	G
Economic Crime Capability Development	Home Office	(2,200)	74	(2,200)	0	G
International Property Crime Investigation Unit (IPICU)	Intellectual Property Office	(1,916)	4	(1,916)	0	G
Police Transport Grant	TFL	(1,847)	0	(1,847)	0	G
National to Local Fraud & Cyber Data Sharing	Home Office	(1,761)	(0)	(1,761)	0	G
Cyber Griffin	Corporation	(450)	0	(450)	0	G
Late Night Levy	Corporation	(310)	0	(310)	0	G
Firearms Uplift	Mayor's Office for Policing & Crime	(284)	0	(284)	0	G
London Safety Camera Partnership	TFL	(264)	0	(264)	0	G
Economic Crime Victim Care Unit	Mayors Office for Policing & Crime	(210)	0	(210)	0	G
Overseas Anti-Corruption Unit	Department for International Development	(171)	0	(182)	(11)	G

NPCC Cybercrime Programme	Home Office	(100)	20	(100)	0	G
Tower Bridge	Corporation	(92)	0	(92)	0	G
Regional Organised Crime Unit Coordinator	Home Office	(90)	9	(90)	0	G
Other	Miscellaneous	(953)	(460)	(1,043)	(90)	G
<b>Grand Total</b>		<b>(62,486)</b>	<b>(13,003)</b>	<b>(62,587)</b>	<b>(101)</b>	<b>G</b>

## 6 Capital

6.1 The CoLP position for current live capital schemes is shown in the table below.

**Table 8**

Core Project	Approved Amount £m	Spend / immediate commitments to date £m	Projected spend £m	Total spend £m
Digital Interview Recording	0.012	-	0.012	0.012
Emergency Services Network	1.821	1.333	0.488	1.821
Economic Crime Capability Development	0.074	-	0.074	0.074
HR Time Management & e-Expenses	0.426	0.356	0.070	0.426
L5-ICT Support to CCCI	3.360	3.333	0.000	3.333
L5-Police Telephony Upgrade	0.493	0.435	0.058	0.493
L5-Ring of Steel Compliance	2.446	2.156	0.290	2.446
L5-Secure City Programme Management	0.453	0.321	0.132	0.453
L5-Wide Area Network (WAN) Refresh - Police Recharge	1.445	1.072	0.373	1.445
<b>Total CoLP</b>	<b>10.530</b>	<b>9.006</b>	<b>1.497</b>	<b>10.503</b>
Accommodation Project *	42.100	22.603	19.497	56.378
NEP	45.657	11.675	33.982	45.657

\*This excludes revenue premises running costs of 21 New Street (£17m budget to 2021)

6.2 In addition to the schemes set out in Table 8, the Force will be looking to draw down funding for the three priority pipeline schemes identified for funding in

2019/20 (Airwave replacement, IT modernisation and fleet replacement to meet ULEZ requirements).

- 6.3 Spend and immediate commitments to date plus the projected spend are equal to the approved amount. The projects are subject to the Corporation's Gateway management of capital and supplementary process and as such no overspends on project delivery are allowed unless authorised through that process and given additional budget.
- 6.4 The accommodation project is managed by City Surveyors with CoLP managing a specific part of the decant strategy. Therefore it is important that Chief Officer Team and Members of Police Authority Board and other committees can see the total amount committed to this project.
- 6.5 The National Enabling Programme (NEP) will deliver technologies to introduce new ways of working and greater sharing of information, plus a platform for better protection of law enforcement information and assets, contributing to the NPCC Policing 2025 vision. NEP is led by Wayne Parkes (Head of ICT at Warwickshire Police and West Mercia Police) as Programme Director, with Commissioner Ian Dyson as Senior Responsible Officer. All income and expenditure for this national programme is handled by the CoLP finance team and fully funded by Home Office grant.
- 6.6 In addition to the approved schemes above there are a number of outstanding bids where decision is awaiting the outcome of the City of London Corporation's Fundamental Review and steer from Members. Four bids were recently re-submitted as part of a prioritisation exercise including IT Modernisation, Secure City, HR Oracle Upgrade and Professional Standards Software.
- 6.7 Determining future capital requirements and the strategy for financing them is in progress and forms a key element of a sustainable medium-term settlement.

## **7 Transactional**

### **Accounts Payable**

- 7.1 Performance continues to be strong with monthly performance in line with the corporate target of 97%. Strong performance in this financial year has brought the rolling 12 month position up to 97% as well. The table below sets out the monthly position and the positive monthly trajectory.

**Table 9**

<b>Month</b>	<b>Compliant Invoices</b>	<b>Total Invoices</b>	<b>%</b>
Jul-18	516	561	92%
Aug-18	589	622	95%
Sep-18	491	514	96%

Oct-18	589	637	92%
Nov-18	642	662	97%
Dec-18	545	572	95%
Jan-19	619	687	90%
Feb-19	566	587	96%
Mar-19	686	713	96%
Apr-19	545	526	97%
May-19	653	618	99%
Jun-19	528	510	97%
<b>Total to Date</b>	<b>6,969</b>	<b>7,209</b>	<b>97%</b>

### Accounts Receivable

7.2 Total Debtors has reduced by £0.369m in July 2019 from £1.060m in June 2019. 51.5% of CoLP debtors are in the 3 – 12 months category, and this position is being actively monitored. Overall progress means there is a net year to date £1.246m favourable change in recovered debts as shown in Table 10 below.

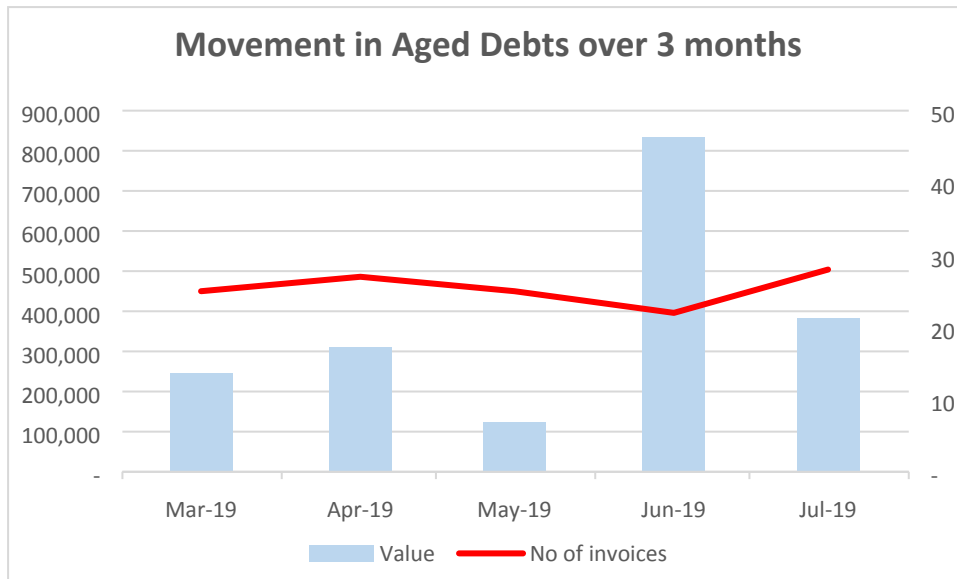
**Table 10**

Age	July 2019		Change (Mar - Jul 2019)	
	Count	Value		
Less than 1 Month	7	£235,836	(15)	(£1,378,322)
1 - 2 Months	2	£63,158	(3)	(£5,041)
2 - 3 Months	3	£12,250	1	£9,017
3 - 12 Months	16	£357,471	4	£214,308
Over 1 year	12	£24,597	(5)	(£85,664)
<b>Total</b>	<b>40</b>	<b>£693,311</b>	<b>(18)</b>	<b>(£1,245,702)</b>

### **Summary of Movements in July:**

Number of Invoices Paid	(17)	(£603,883)
New Invoices Raised	4	£210,741
Credit Notes Issued	(0)	(£0)
Debts Written Off	0	£0





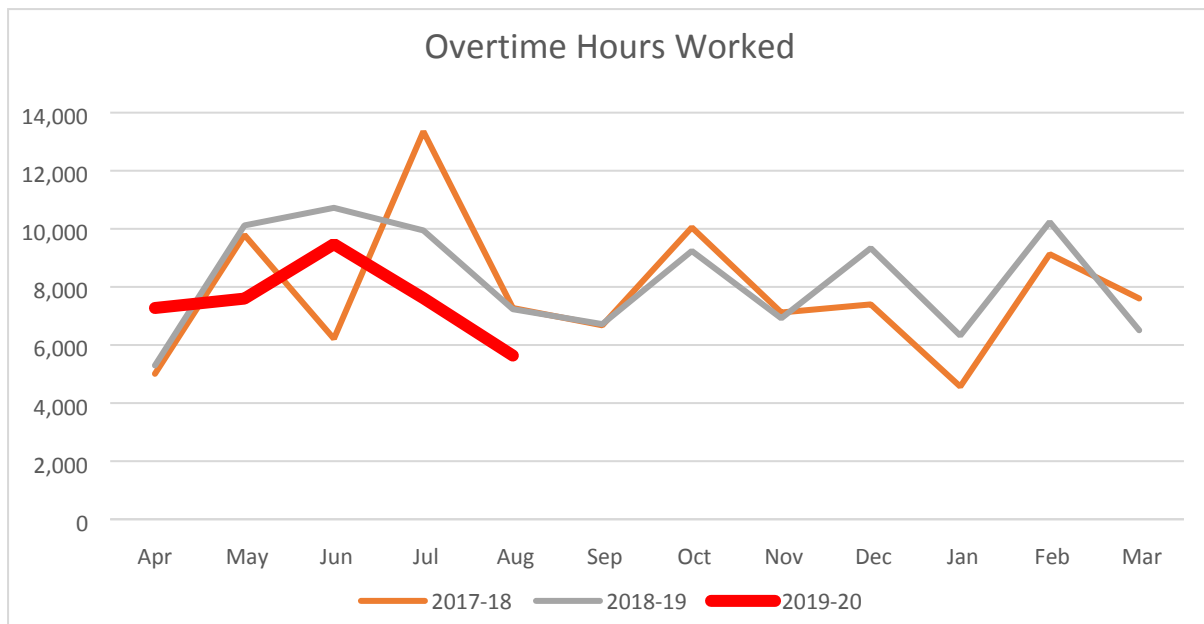
### **Overtime**

7.3 The level of overtime continues to be high in the first quarter of the year. The Force wide budget is £2.0m, split £1.6m core funded and £0.4m funded units. This includes overtime in respect of bank holidays and tasking.

7.4 Spend in the first quarter is £0.503m covering both officers and staff. Current forecasts indicate spend of £3.0m, which is £1.0m over budget.

7.5 Spend levels for the first quarter are in line with previous years, overtime spend in 2017/18 was £3m and in 2018/19 was £3.2m. Controls are in place and clear communication has been issued to managers within the Force to manage this position which will be closely monitored at Chief Officer level.

7.6 The chart below shows the current trend on overtime hours worked to the end of August 2019. The trend indicates overtime is reducing suggesting controls are effective. This should be reflected in future financial monitoring as there is a natural lag between overtime worked and payments made.

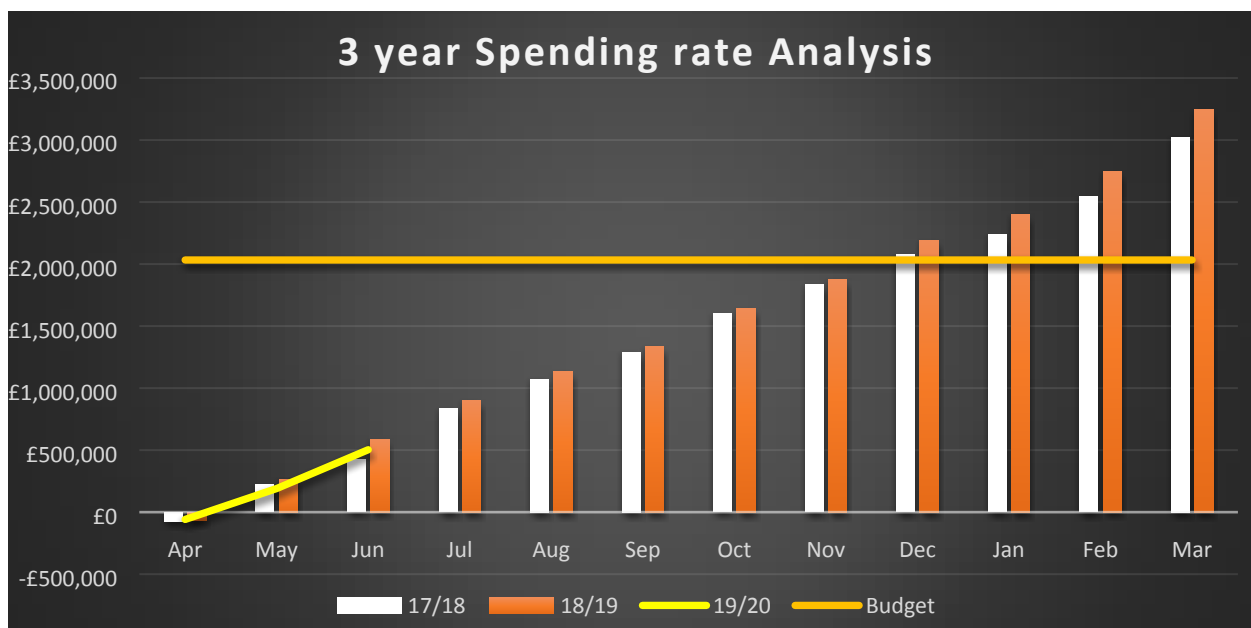


7.7 The main reasons for claiming overtime are:

- Covering for vacant posts (backfilling / Business as Usual)
- Extinction Rebellion protests over the Easter period
- Pan London Brexit protest
- Bank of England armed escorts
- CID
- Op BENBOW

7.8 The largest spending Directorate is UPD which constitutes 68% of overtime. The main reason is business as usual which accounts for 35%. It is expected that the need for backfilling and BAU will reduce as vacancies are filled, however, it is difficult to predict requirements relating to future known and unknown policing requirements. Discussions are taking place with the Home Office in respect of claiming a special grant relating to Extinction Rebellion.

7.9 The chart below shows cumulative overtime spend against the last two years. This indicates spend to be on the same trajectory as previous years. If this were to continue the full year budget will be fully utilised by December.



## 8 Brexit

8.1 The City of London Police has identified potential risk of public disorder during the Brexit period, which added further pressures on the revenue budget. Brexit protest have been planned for central London which could enter the city footprint. Any sizeable protest within the City footprint that led to disorder would require a regional mobilisation response. This would mean a large number of Police Support Units within the City dealing with protest.

8.2 The Corporation of London made funds available to meet Brexit preparation costs, and CoLP secured funding for upfront investment and contingency plans. Funding may also be available from the Home Office, however no such funding was available during 2018/19.

## 9 Use of Reserves

9.1 The Police reserves position is summarised in Table 11 below. The Police General Reserve was fully utilised in 2018/19 and drawdowns were made from the Transformation Reserve and the Action Fraud reserve to match expenditure. Remaining reserves are expected to be fully spent by the end of the financial year.

**Table 11**

	Opening Balance (£M)	Projected Spend (£M)	Projected Closing Balance (£M)
General	0	0	0
POCA	(2.53)	2.53	0

Action Fraud	(1.71)	1.71	0
Transformational Funding	(0.06)	0.06	0
<b>Total</b>	<b>(4.3)</b>	<b>4.3</b>	<b>0</b>

## 10 Risk Management

10.1 Table 12 below identifies the key risks and mitigating controls contained within this report:

**Table 12**

<b>Risk</b>	<b>Risk Mitigation</b>
Major incidents	Early engagement with the Home Office to ensure opportunities for cost recovery are maximised.
Crime Performance / Safety issues	All such issues will be reported to Members
Vacancy factor	It will be challenging to maintain acceptable service levels with a vacancy factor of 81. The vacancy factor will be reviewed and revised throughout the year, if and when the financial position improves from additional non-pay savings / additional income. All recruitment is approved by the Strategic Workforce Panel.
Budget mitigations and additional pension pressure	Fortnightly strategy meetings are held with the Commissioner, Town Clerk and Police Authority Policy and Finance, reviewing and challenging budget and savings assumptions.
Overtime budget	Enhanced controls have been introduced to manage the overtime budget
Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, however, the build-up of DWL may be subject to unplanned events over the year. Currently no financial implication, however, continues to be reviewed.
Use of agency staff	Reliance on agency staff has been greatly reduced
Further cost pressures for Action Fraud	Under review and close scrutiny

Capital Programme progress and potential slippage	The Capital Programme is monitored throughout the year, capital recharges will be undertaken in a timely manner. Preparation of the 2020/21 Capital Programme will commence in the autumn.
Brexit	Expenditure will be monitored closely, and external sources of funding will be explored.
Events policing	Finance Business Partners will work closely with services to ensure chargeable events policing is captured in a timely manner and recharged accordingly.
Vehicle fleet management	A Strategic Fleet Management Group chaired by the Assistant Commissioner has been re-established and is monitoring Financial risk around replacement spend.

## Appendix 1

	19/20 Latest Budget £m	Budget YTD £m	Actual (Q1 YTD) £m	Variance YTD £m	Forecast £m	Proj Variance £m
<b>Pay</b>						
Officers – net	48.1	12.0	12.4	0.3	50.6	2.5
Staff – net	26.5	6.6	5.6	(1.1)	22.9	(3.6)
Overtime	2.0	0.5	0.6	0.1	2.8	0.8
Agency	2.4	0.6	0.3	(0.3)	2.3	(0.2)
Indirect employee costs	2.2	0.6	0.5	(0.1)	2.0	(0.2)
Pensions Contrib.	20.4	5.1	0.0	(5.1)	20.4	0.0
<b>Total Pay</b>	<b>101.7</b>	<b>25.4</b>	<b>19.3</b>	<b>(6.1)</b>	<b>101.0</b>	<b>(0.7)</b>
<b>Non-Pay</b>	<b>39.7</b>	<b>9.9</b>	<b>9.4</b>	<b>(0.5)</b>	<b>41.1</b>	<b>1.5</b>
<b>Total Expenditure</b>	<b>141.4</b>	<b>35.3</b>	<b>28.7</b>	<b>(6.6)</b>	<b>142.1</b>	<b>0.8</b>
<b>Income</b>						
Specific Grant	(52.2)	(13.1)	(9.3)	3.8	(49.8)	2.4
Partnership	(12.5)	(3.1)	(0.5)	2.7	(12.6)	(0.0)
Fees & Charges	(3.2)	(0.8)	(0.4)	0.4	(3.7)	(0.5)
<b>Total Income</b>	<b>(67.9)</b>	<b>(17.0)</b>	<b>(10.1)</b>	<b>6.9</b>	<b>(66.1)</b>	<b>1.9</b>
<b>Funding</b>	<b>(73.5)</b>	<b>(18.4)</b>	<b>(18.4)</b>	<b>0.0</b>	<b>(73.5)</b>	<b>0.0</b>
<b>Total</b>	<b>0.0</b>	<b>0.0</b>	<b>0.2</b>	<b>0.2</b>	<b>2.6</b>	<b>2.6</b>

<b>Committee(s):</b> Police Authority Board	<b>Date(s):</b> 19 <sup>th</sup> September 2019
<b>Subject:</b> Combined Strategic Communications Plan of the City of London Police and City of London Corporation	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 70-19	<b>For Decision</b>
<b>Report author:</b> Ian Dyson, Commissioner of Police	

## Summary

The Police Authority Board have asked for an increased level of knowledge and familiarity of the City of London Police, its work and its responsibilities to ensure appropriate oversight by City Corporation in its role as Police Authority.

This strategy sets out a narrative on the key roles and responsibilities of the City of London Police and why the Force matters.

The strategy sets out how we will communicate that narrative to the members and officers of the City of London Corporation

It has been agreed by Commissioner of Police and Director of Communications of the City of London Corporation and, if agreed by the Police Authority Board, the Strategy will be delivered by the communications teams of the City of London Corporation and the City of London Police, working in partnership, while recognising operational matters remain the preserve of the police.

## Recommendation

Members are asked to approve the report.

## Main Report

### Previous Position

In the past, CoLP communications to members and officers at City Corporation have been ad hoc, focusing on operational matters with no clear top-line message, with the exception of the recently implemented quarterly briefing to members drafted by the City Corporation Town Clerk's department.

### Proposals

We aim now to communicate how the City of London Police plays a key role in protecting a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK

We aim to show how the Force delivers world-class policing services, ensuring that the core values of integrity, fairness and professionalism are embedded in everything it does

The proposed central narrative is attached at Annex A.

If agreed:

- This narrative will be used to shape and inform all communications for Corporation members and officers, ensuring accurate headline information is made available to all key audiences.
- The narrative will become part of the City Corporation's messaging, so it can feed permanently into all communications such as member briefings, stakeholder briefings, pan-London messaging, speeches and corporate publications. It will also form the basis for political engagement with members when talking about the police

The CoLP communications teams will establish a range of channels with both members and officers in City Corporation

Communications channels will include:

- Masterclasses on:
  - all significant CoLP, national and joint change programmes, most notably 'Secure City';
  - economic crime;
  - protective security; and
  - community policing
- The opportunity for those CoLC members and officers who have Police Authority Board responsibilities to accompany officers on operational duties.
- Site visits to all specialist departments.

The CoLP communications team will also work in partnership with the CoLC communications team, to deliver strategic messages about the force.

The City of London Communications Team and the Town Clerk's Department will establish a range of channels with both members and officers in City Corporation

Communications channels will include:

- Producing the strategic Quarterly Police Authority update
- Launching an annual internal publicity campaign on the role of the City of London Police and why the force matters



- Including the key messages in all briefing ahead of meeting with relevant stakeholders such as politicians, diplomats and business leaders
- Including key messages about the role of the police in material encouraging firms to register to vote
- Featuring the strategic work of the police in ward newsletters and publications such as CityView and City Resident
- Featuring the strategic work of the police in key speeches by the Lord Mayor and the Policy Chair
- Using the Corporate Affairs Team to coordinate political engagement of CoLC and CoLP

Opportunities for combined communications activity will be considered and implemented, when appropriate. Areas under consideration for combined communications include road safety, anti-social behaviour and, for internal audiences, cyber security. Plans to support such combined activity will be developed as joint initiatives are identified.

### **Corporate & Strategic Implications**

The narrative attached at Appendix A includes a section on CoLP's Corporate Plan and how it supports City Corporation's Corporate Plan.

### **Implications**

The financial implications in supporting this communications strategy would be minimal, with most activity supported by CoLC and CoLP officers and staff.

### **Conclusion**

Members are asked to support the proposals to deliver an enhanced communications offer from the City of London Corporation and the City of London Police.

### **Appendices**

- Appendix A – Policing in the City of London. Why it Matters

Author  
Ian Dyson  
Commissioner of Police

## **Policing in the City of London Why It Matters**

### **Introduction**

The City of London Police plays a key role in protecting a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

The success of UK's smallest police force helps support the 513,000 jobs in the City of London, the £60bn contribution to the economy made by businesses in the Square Mile and the £75bn paid by UK financial services to the Government in taxation.

It protects the 7,500 population in the City and the 18.8m visitors annually.

It is the national lead force responsible for tackling economic crime, with units working across the UK combatting fraud and cybercrime.

And it delivers world-class policing services, ensuring that its core values of integrity, fairness and professionalism are embedded in everything it does

None of this happens in isolation.

The governing body of the Square Mile, the City of London Corporation, is the police authority for the force and the principal source of funding.

Innovative relationships with industry and direct Government grants enable the force to provide additional services.

The City of London Police works frequently with overseas law enforcement agencies, such as the office of the Manhattan District Attorney, to combat cybercrime globally.

**The result is that the force's unmatched expertise, innovative working and unique skills make the City of London one of the safest business districts in the world - and helps spread prosperity far beyond the boundaries of the Square Mile.**

The City of London Police's ambitions are outlined in its corporate plan:

- to make the City of London the safest city area in the world;
- to deliver a policing service that is valued by those who live, work and visit the City of London;
- to be a police force with global influence and impact;
- to build new ethical economic partnerships; and

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

These support the key aims of the City of London Corporation outlined in its Corporate Plan:

- to contribute to a flourishing society;
- to support a thriving economy; and
- to shape outstanding environments.

The force works with the business community and engages with ideas and offers for ethical economic partnerships to:

- exploit and develop digital policing;
- develop a more representative workforce; and
- create an environmentally-friendly policing service.

The force has a key role in protecting the City of London:

- Working with the City Corporation, the City of London Police built the 'Ring of Steel' and developed automatic number-plate recognition, now used across the globe.
- The force delivers seminars with its Counter-Terrorism Security Advisors and bespoke advice on designing a secure environment, as well as regular crime prevention events and business engagement meetings.
- City of London Police uses advanced technology and innovative policing tactics to complement comprehensive engagement and support with businesses and communities of the Square Mile. Project Servator utilises unpredictable, highly visible police deployments, designed to deter, detect and disrupt a wide range of criminal activity, with a focus on defeating terrorism.
- Project Servator is now used across much of London, in many of the country's airports, as well as towns and cities across the UK.

The City of London Police is the national lead police force for fraud:

- This role includes investigating some of the country's most complex frauds, as well as hosting the national fraud and cybercrime reporting centre, Action Fraud.
- Action Fraud is the only national crime reporting system in the UK. All frauds and the majority of cybercrime in England, Wales and Northern Ireland are reported to Action Fraud. These reports are then analysed by the National Fraud Intelligence Bureau, also hosted by City of London Police, and then either sent onto the police force where it is believed the suspect resides, or retained within the NFIB to inform its disruption and warning activity.

- In partnership with industry, government, regulators, other law enforcement agencies, the City of London Police helped create the Joint Fraud Taskforce.

The City of London Police works in partnership with a range of other organisations including:

- the Insurance Fraud Enforcement Department;
- the Police Intellectual Property Crime Unit;
- the Dedicated Card and Payment Crime Unit; and
- a sponsorship agreement with Lloyds Banking Group to deliver unique joint projects which counter economic crime.

City of London Police engages with police forces across the country to share best practice in fraud investigation. The force hosts the Economic Crime Academy, which provides training in counter-fraud and other economic crime techniques, to both private and public sector organisations.

And on cybercrime, the City of London Police works with the National Crime Agency and the newly created National Cyber Security Centre, to provide protection advice to businesses and individuals.

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