



City of London Police Authority Board

Date: WEDNESDAY, 17 FEBRUARY 2021
Time: 2.00 pm
Venue: VIRTUAL MEETING – ACCESSIBLE REMOTELY

Members: Deputy James Thomson (Chair)
Douglas Barrow (Deputy Chairman)
Caroline Addy
Munsur Ali
Nicholas Bensted-Smith
Deputy Keith Bottomley
Tijs Broeke
Alderman Emma Edhem
Alderman Alison Gowman
Alderman Timothy Hailes
Dawn Wright
Andrew Lentin (External Member)
Deborah Oliver (External Member)

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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/bURGuWJclnM>

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 and Chief Executive

Future Meeting Dates

25 March 2021, 10am
16 April 2021, 10am
20 April 2021, 10am
18 May 2021, 9am
22 June 2021, 9am
29 July 2021, 10am

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 7 January 2021.

For Decision
(Pages 1 - 8)
4. **COMMITTEE MINUTES**
 - a) **Professional Standards & Integrity**
To note the public minutes and non-public summary of the Professional Standards & Integrity Committee meeting held on 26 November 2020.

For Information
(Pages 9 - 18)
 - b) **Performance & Resource Management Committee - To Follow**
To receive the draft public minutes and non-public summary of the Performance & Resource Management Committee meeting held on 2 February 2021.

For Information
5. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 19 - 22)
6. **ANNUAL REVIEW OF TERMS OF REFERENCE**
Report of the Town Clerk.

For Decision
(Pages 23 - 26)

7. **CHAIRMAN'S PUBLIC UPDATE**
The Chairman to be heard.
For Information
8. **COMMISSIONER'S PUBLIC UPDATE**
The Commissioner and Chief Officers to be heard.
For Information
9. **NATIONAL LEAD FORCE**
The Commissioner and Chief Officers to be heard.
For Information
10. **Q3 REVENUE AND CAPITAL BUDGET MONITORING 2020/21**
Report of the Commissioner.
For Information
(Pages 27 - 50)
11. **CITY OF LONDON POLICE REVENUE BUDGET 2021/22**
Report of the Commissioner.
For Decision
(Pages 51 - 64)
12. **NEW POLICE CAPITAL BIDS 2021-2025**
Report of the Commissioner.
To be read in conjunction with the non-public appendix at agenda item 27.
For Decision
(Pages 65 - 68)
13. **THE NATIONAL ENABLING PROGRAMME (NEP) UPDATE SUMMARY REPORT**
Report of the Commissioner.
For Information
(Pages 69 - 72)
14. **DELEGATED AUTHORITY FOR COURT SUBMISSION ON NEXT GENERATION FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROJECT**
Report of the Town Clerk.
For Decision
(Pages 73 - 80)

15. **ANTI-TERRORISM TRAFFIC REGULATION ORDER**

Report of the Director of the Built Environment.

For Information

(Pages 81 - 86)

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

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

18. **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

19. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 7 January 2021.

For Decision

(Pages 87 - 94)

20. **COMMITTEE MINUTES**

a) **Professional Standards & Integrity**

To note the non-public minutes of the Professional Standards & Integrity Committee meeting held on 26 November 2020.

For Information

(Pages 95 - 98)

b) **Performance & Resource Management Committee - To follow**

To receive the draft non-public minutes of the Performance & Resource Management Committee meeting held on 2 February 2021.

For Information

21. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information

(Pages 99 - 102)

22. **CHAIRMAN'S NON-PUBLIC UPDATE**

The Chairman to be heard.

For Information

23. **COMMISSIONER'S UPDATE**
The Commissioner & Chief Officers to be heard.
- For Information**
24. **NATIONAL LEAD FORCE**
The Commissioner & Chief Officers to be heard.
- For Information**
25. **NATIONAL LEAD FORCE (NLF) PLAN UPDATE**
Report of the Commissioner.
- For Information**
(Pages 103 - 108)
26. **UPDATED MEDIUM-TERM FINANCIAL PLAN (MTFP)**
Report of the Chamberlain.
- For Decision**
(Pages 109 - 120)
27. **NON-PUBLIC APPENDIX: NEW POLICE CAPITAL BIDS 2021-2025**
Report of the Commissioner.
- To be read in conjunction with the public report at agenda item 12.*
- For Decision**
(Pages 121 - 134)
28. **DRAFT GOVERNANCE MATERIAL**
The Town Clerk to be heard.
- a) **Draft Police Authority Business Plan 2021-22**
Report of the Town Clerk.
- For Information**
(Pages 135 - 136)
- b) **Draft Police Authority Risk Register**
Report of the Town Clerk.
- For Information**
(Pages 137 - 140)
29. **OUTLINE BUSINESS CASE - NEXT GENERATION FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE - TO FOLLOW**
Report of the Commissioner.
- For Decision**

30. **NEXT GENERATION FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROJECT - INFRASTRUCTURE AND PROJECTS AUTHORITY GATEWAY 2 OUTCOME REPORT**

Report of the Commissioner.

For Decision
(Pages 141 - 170)

31. **CITY OF LONDON POLICE SPECIAL CONSTABULARY- UTILISATION AND DEPLOYMENT - ACTIVITY DASHBOARD**

Report of the Commissioner.

For Information
(Pages 171 - 186)

32. **OP BENBOW DEPLOYMENTS & CROSS BORDER ACTIVITY**

Report of the Commissioner.

For Information
(Pages 187 - 192)

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

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

Part 3 - Confidential Agenda - circulated separately

35. **CONFIDENTIAL MINUTES - TO FOLLOW**

To agree the confidential minutes of the meeting held on 7 January 2021.

For Decision

36. **STAFFING UPDATE - TO FOLLOW**

Report of the Town Clerk.

For Decision

Agenda Item 3

CITY OF LONDON POLICE AUTHORITY BOARD Thursday, 7 January 2021

Minutes of the virtual meeting of the City of London Police Authority Board held via Microsoft Teams on Thursday, 7 January 2021 at 10.00 am

Present

Members:

Deputy James Thomson (Chairman)
Douglas Barrow (Deputy Chairman)
Caroline Addy
Nicholas Bensted-Smith
Deputy Keith Bottomley
Tijs Broeke
Alderman Emma Edhem
Alderman Alison Gowman
Alderman Timothy Hailes
Dawn Wright
Deborah Oliver (External Member)

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Rachael Waldron	- Compliance Lead
Alistair Cook	- Head of Police Authority Finance
Polly Dunn	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
Matthew Pitt	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department
James Gibson	- Chamberlain's Department
Paul Chadha	- Comptroller & City Solicitor's Department

City of London Police:

Angela McLaren	- Assistant Commissioner Economic and Cyber Crime
Clinton Blackburn	- Commander (Economic Crime)
David Evans	- Commander (Operations and Security)
Cecilie Booth	- Chief Operating Officer and Chief Financial Officer
Christopher Bell	- City of London Police
James Morgan	- City of London Police
Fiona Murphy	- City of London Police
Martin O'Regan	- City of London Police
Oliver Shaw	- City of London Police
Hayley Williams	- City of London Police

Observing:

Helen Fentimen - Common Councillor
Graham Packham - Common Councillor

1. **APOLOGIES**

Apologies for lateness were received from Tijs Broeke.

The Chairman welcomed Assistant Commissioner Angela McLaren who was attending in place of the Commissioner.

The Chairman led the Board in congratulating the Deputy Chairman who had been awarded a MBE for services to the maritime sector and the City of London as part of the Queen's New Year's Honours.

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

In relation to Item 22: City of London Police – Future Police Estate update, Alderman Emma Edhem declared that she worked for a company based in the vicinity of Salisbury Square and was a member of the Planning and Transportation Committee.

3. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 16 December 2020 be approved as a correct record.

4. **COMMITTEE MINUTES**

a) **Professional Standards and Integrity Committee**

This item was withdrawn.

5. **OUTSTANDING REFERENCES**

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

- Works on the exercise yard at Bishopsgate Police Station (Action 37/2019/P) had commenced on 4 January 2021 and were on track for completion by 5 February 2021. Regular updates on progress would be provided to the SIA Member for Safeguarding and Public Protection.
- With regard to Action 52/2020/P, the Commander (Operations and Security) confirmed that the City of London Police was engaging in a review of temporary changes made to the built environment of the City during 2020. An update on the findings of the review would be reported to the next meeting of the Police Authority Board on 17 February 2021.

RESOLVED, that the update on outstanding references be noted.

6. **CHAIRMAN'S PUBLIC UPDATE**

Members heard a public update from the Chairman and the following points were made:

- The recruitment process for an external Member of the Professional Standards and Integrity (Police) Committee was being progressed. Candidates were not required to live or work in the City of London and once the final documentation had been agreed, Board Members were requested to share details of this opportunity across their networks. Consideration was being given to paid channels to advertise the role.
- The Government spending review had resulted in a better than expected police settlement which provided for an increase of up to £4.2M, some of which was ringfenced for the recruitment of new Police officers. Funding for the second year of the national uplift of 20,000 officers had been confirmed which would enable an additional 41 probationary officers to be recruited by the City of London Police during the 2021/22 financial year. Serious Organised Crime continued to be an area of priority and approximately 300 additional officers tackling fraud would be recruited across the country.
- A Member workshop on the draft Policing Plan would be held on 19 January 2021, which all Board Members were encouraged to attend. The draft Policing Plan would be considered by all Members at a Court Briefing session on 8 March 2021.

RESOLVED, that the update be noted.

7. **COMMISSIONER'S PUBLIC UPDATE**

Members heard a public update from the Commissioner and the following points were made:

- The COVID-19 period continued to present challenging operational conditions for the Police. The Police continued to work with the Metropolitan Police in taking the 4E's approach to COVID-19 and it was planned to increase the pace at which engagement escalated to enforcement. This was not anticipated to cause a spike in the issuing of Fixed Penalty Notices as footfall in the City remained very low.
- As of the last confirmed month end date, crime had reduced 42% over the rolling 12-month period and it was projected that crime would be down by 43-50% by the end of the 2020/21 financial year. There had been good overall compliance with COVID-19 restrictions in the City of London over the Christmas period and the announcement of a further national lockdown on 4 January 2021 would support Police enforcement going forward through greater clarity of public messaging. Sickness absenteeism across the City of London Police was currently running at 6.5%, and Police staff were working at home where possible.
- Brexit had come into force on 1 January 2021 and had not caused any issues as yet. The Police were working with colleagues in Kent under arrangements for national mutual aid resources and this would continue throughout January 2021 in case of arising issues.

- The Commander (Operations and Security) confirmed that there had been a small increase in domestic-violence related incidents in October 2020 but the City had not seen the levels of increase experienced in other parts of the UK. A Member asked about the backlog in cases within the criminal justice system and the Commander (Operations and Security) advised that there continued to be significant pressure as courts were not running at full capacity. The reduction in crime since March 2019 had helped to mitigate this pressure; however, trial fixtures were now being booked as far in advance as late 2022 which would have impact in terms of witness and victim attrition. Additional courts were being convened across London but this would not necessarily benefit the City of London.

RESOLVED, that the update be noted.

8. NATIONAL LEAD FORCE

Members heard an update from the Commissioner on National Lead Force and the following points were made:

- During the last reporting year there had been approximately 822k reported incidents of fraud. The three most common frauds related to the areas of dating, advance fees and investments, and there had been an additional 1500 offenses of investment fraud compared to 2019, which was likely linked to the increased time that people spent in their homes and online. There had been an 8% reduction in Action Fraud cases during December 2020, with all Key Performance Indicators being met. Action Fraud had also been represented at a recent meeting of the Home Affairs Select Committee Work and Pensions Committee which was considering ways to address an increase in pension-related investment fraud. A programme of events exploring issues around fraud had been undertaken with regional crime units and police forces and Police and Crime Commissioners across the UK.

- The Economic Crime Victim Care (ECVCU) Unit now operated across 20 forces and had supported 82,000 victims of fraud since its inception in 2014, of which only 17 individuals had reported becoming a repeat victim. In response to a question from a Member, the Commander (Economic Crime) confirmed that the National Economic Crime Victim Care Unit had been set up to provide support to victims of fraud whose cases could not be pursued. Local forces had responsibility to support victims whose cases were being progressed within the criminal justice system. The Chairman highlighted the need to promote the excellent work of the National Economic Crime Victim Care Unit and requested this be included within the Strategic Communications and Engagement Plan with an update provided to the next meeting of the Board on 17 February 2021 (Action 1/2021/P).

RESOLVED, that the update be noted.

9. POLICE AUTHORITY GOVERNANCE ARRANGEMENTS

Members considered a report of the Town Clerk on Police Authority Governance arrangements and the following point was made:

- There were a number of workstreams being progressed as part of the Phase 2 workplan, including a business plan for the Police Authority and consideration of how the Board and its sub-committees could work more effectively. The results of this work would be presented to the next meeting of the Board on 17 February 2021 (Action 2/2021/P).

RESOLVED, that the update be noted.

10. DRAFT PA FINANCIAL FRAMEWORK

Members considered a report of the Chamberlain presenting the draft Police Authority Financial Framework and the following points were made:

- The draft Police Authority Financial Framework had been developed to outline how the Police Authority would oversee the finances of the City of London Police moving forward. It aimed to provide a strategic and proportional approach that balances operational independence with the requirements of the Police Authority to deliver an efficient and effective and force which held the Police Commissioner to account. In response to a question from a Member, the Head of Police Authority Finance confirmed that CIPFA guidance clearly delineated the financial roles and functions of the Force and Police Authority, and also outlined where responsibilities overlapped. Moving forward, strong partnership working would be critical and clarity was needed on roles and responsibilities.
- The Assistant Commissioner underlined the need for strong advocacy procedures to be put in place to ensure that future funding settlements met growth and development needs. The Chairman suggested that work be undertaken to develop support and advocacy processes, particularly in relation to funding discussions with the Home Office. A Member emphasised that credibility would be crucial to this process and

would require explanations of key variances. The Head of Police Authority Finance confirmed that these proposals were part of a wider framework that would incorporate a full range of factors including advocacy. The Deputy Chief Executive observed that a more integrated approach had been taken to recent funding discussions on the next generation Action Fraud system and this would provide a template for future partnership working

RESOLVED, that the draft Police Authority Financial Framework be approved.

11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

13. 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.

14. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 16 December 2020 be approved as a correct record.

15. NON-PUBLIC COMMITTEE MINUTES

a) Professional Standards and Integrity Committee

This item was withdrawn.

16. NON-PUBLIC OUTSTANDING REFERENCES

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

17. CHAIRMAN'S NON-PUBLIC UPDATE

Members heard a non-public update from the Chairman.

18. COMMISSIONER'S NON-PUBLIC UPDATE

Members heard a non-public update from the Commissioner.

19. NATIONAL LEAD FORCE

Members heard a non-public update from the Commissioner on National Lead Force.

20. RISK REGISTER UPDATE

Members considered a report of the Commissioner presenting an update on the Risk Register.

21. HEALTH AND SAFETY ANNUAL UPDATE

Members considered a report of the Commissioner presenting the Health and Safety annual update.

22. CITY OF LONDON POLICE - FUTURE POLICE ESTATE UPDATE

Members considered a joint report of the City Surveyor and the Commissioner presenting an update on the future Police estate.

23. POLICE ACCOMMODATION STRATEGY: CITY OF LONDON POLICE RESOURCE REQUIREMENTS - FUTURE POLICE ESTATE

Members considered a report of the Commissioner on the resource requirements of the future Police estate.

24. POLICE ACCOMMODATION STRATEGY: DECANT - CITY OF LONDON POLICE DECANT LOGISTICS / MOVE PARTNER

Members considered a report of the Commissioner providing an update on the Police Accommodation Strategy decant programme.

25. CITY OF LONDON POLICE FLEET STRATEGY

Members considered a report of the Commissioner outlining the City of London Police fleet strategy.

26. TRANSFORM PROGRAMME: PROGRESS UPDATE

Members considered a report of the Commissioner providing a progress update on the Transform Programme.

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

There were no questions.

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

There were no items of urgent business.

29. CONFIDENTIAL COMMITTEE MINUTES

RESOLVED, that the non-public minutes of the meeting held on 16 December 2020 be approved as a correct record.

30. STAFFING REPORT

This item was withdrawn.

The meeting ended at 12.30 pm

Chairman

Contact Officer: Polly Dunn
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**PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE OF THE CITY OF
LONDON POLICE AUTHORITY BOARD
Thursday, 26 November 2020**

Draft Minutes of the meeting of the Professional Standards and Integrity Committee of the City of London Police Authority Board held virtually, via Microsoft Teams, on Thursday, 26 November 2020 at 11.00 am

Present

Members:

Alderman Alison Gowman (Chair)
Douglas Barrow
Nicholas Bensted-Smith
Tijs Broeke
Mary Durcan
Alderman Emma Edhem
Deborah Oliver
Deputy James Thomson
James Tumbridge

Officers:

Angela Roberts	- City of London Police
Oliver Bolton	- Town Clerk's Department
Alistair Sutherland	- City of London Police
Gary Brailsford-Hart	- City of London Police
Stuart Phoenix	- City of London Police
James Morgan	- City of London Police
Tarjinder Phull	- Comptroller & City Solicitor's Department
Craig Mullish	- City of London Police
Martina Elliot	- NFIB
Stuart Phoenix	- City of London Police
John Cater	- Committee Clerk
Polly Dunn	- Committee Clerk

1. APOLOGIES

Apologies were received from Caroline Addy and Alderman Jones.

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

There were no declarations.

3. MINUTES

Mr Tumbridge asked the Committee clerk to ensure that his name was recorded in the minutes as having attended the 14th September 2020 meeting - his name was currently absent.

RESOLVED - that the public minutes (including the amendment above) of the meeting held on 14 September 2020 be approved.

4. **REFERENCES**

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

14/2019/P - Integrity Dashboard and Code of Ethics Update

Future meeting dates of London Police Challenge Forum to be provided to the Committee.

- No meetings are currently arranged. Members asked that this was kept as a standing item and that they would be informed should a meeting date be confirmed.

17/2019/P – Police Authority Process for Handling Complaints

Appeals Process New Review Panel Process to be reviewed after three months of operation.

- The review would be submitted to the Committee at its next meeting in February 2021.

20/2019/P – Ethical Economic Partnerships Policy

Ethical Economic Partnerships Policy to be reviewed by Professional Standards and Integrity Committee after one year of operation.

- An update was included in the pack for today's meeting. Members requested that, going forward, updated versions should be submitted on an annual basis.

1/2020/P – Integrity Dashboard and Code of Ethics Update

Case studies arising from London Police Challenge Forum Meetings to be circulated to Committee

- See 14/2019/P – once a meeting is held, case studies will be circulated to the Committee.

2/2020/P – Integrity Dashboard and Code of Ethics Update

Committee to be advised when next Victim Satisfaction Survey will be conducted

- The next Victim Satisfaction Survey would be submitted to the Committee, for information, at its next meeting in February 2021.

3/2020/P – Integrity Dashboard and Code of Ethics Update

Force Human Resources to provide report to June 2020 meeting on statistics of temporary promotions at all levels of Force

- A Report was included in the pack for today's meeting.

4/2020/P – COVID-19 FPNs

NPCC Policing the Pandemic to be circulated to the Committee

- The Chairman asked the Town Clerk to circulate the NPCC Policing the Pandemic to the Committee after today's meeting.

5/2020/P – Stop and Search Q1 2020/21

Force to review provision of breakdown by ethnicity/age of 235 stops outside City

- A Report was included in the pack for today's meeting concerning stop and search. breakdown of the figures

6/2020/P – Stop and Search Q1 2020/21

Written response to be prepared addressing issues raised by observing Member

- This was picked up on today's agenda (ITEM 7)

7/2020/P – Summary of Reviews of Police Complaints

Action Fraud Complaints Manager to attend November 2020 Committee

- The Action Fraud Complaints Manager was in attendance at today's meeting.

8/2020/P – Summary of Reviews of Police Complaints

Report on other avenues of appeal to be submitted to Committee

- The Report would be submitted to the Committee at its next meeting in February 2021.

9/2020/P – Questions – Recruitment of External Member

Recruitment process to be reviewed to ensure diverse pool of experienced candidates is identified.

- Officers explained that the Job Description (JD) still required some work; the documentation had not been updated for some time and would need to be refined before we could go out to advertise the role; officers were keen to consult Members next month (December), possibly at the Police Authority Board meeting on 16/12 to ensure that they were content with the new JD.
- In terms of a timeline, officers were working at pace to ensure that interviews were able to take place in early 2021. Members thanked officers for their work on this, whilst they were eager to press on speedily, it was important to be thorough and get this right.
- Once the JD had been agreed, it was critical that the advertisement was circulated to as wide a pool of potential candidates as possible, the Chair

asked her fellow Members to provide details to officers of any relevant portals or forums that the advert could be shared with.

- Members were also supportive of asking the Police Authority Board to waive the usual stipulation when appointing external Members (i.e. they had to live or work in the City); it was felt that this unnecessarily restricted the potential pool.

10/2020/P - IASG reports to be submitted to PSI Committee

- IASG would be meeting Members of the Committee in 2021.

RESOLVED – that the Committee noted the Report

5. OFFICERS ON ACTING AND TEMPORARY PROMOTION AT 30/11/2020

The Committee received a Report of the Commissioner of the City of London Police concerning Officers on Acting and Temporary Promotion.

The Assistant Commissioner explained that the number of Officers on acting and temporary promotion was significantly higher than the historic norm due to the Force waiting for the shape of the Transform Model to be concluded in early 2021. Currently, when vacancies have arisen, the Force have turned to internal recruits as this is the best way to ensure it was in good shape to roll out the new model quickly and effectively in 2021; the Assistant Commissioner anticipated that, once the model was in place, the numbers in the Report would decline, as the Force reverted to normal methods of application and recruitment.

The Assistant Commissioner assured Members that vigorous vetting is applied, and individuals would always fill roles that were appropriate to them; furthermore, supervision is robust and is no different to the normal line manager – direct report relationship.

The Chair thanked the Assistant Commissioner for the briefing and asked him to return with an update at the next meeting of the Committee in February.

RESOLVED – that the Committee noted the Report.

6. Q2 STOP AND SEARCH DATA - 2020-21

The Committee received a Report of the Commissioner of the City of London Police concerning Stop and Search Data for Q2.

Members took ITEM 6 and ITEM 7 together.

A Member queried the outcome rates on page 30. In response, officers, whilst pointing out that CoLP was the best performing Force in the UK in terms of positive and judicial outcomes post arrest (28%), cautioned Members that the data within the Report needed to be set in context; once an arrest was made, it could result in a range of eventualities, which did not, in and of itself, negate the overall effectiveness and efficacy of Stop and Search as a tactic in the City.

Indeed, Her Majesty's Inspectorate of Constabulary's (HMIC) recent study found that 92% of the City of London Police's Stop and Searches were deemed reasonable – this was the highest rate across all UK Forces. Whilst the picture was nuanced, the Assistant Commissioner confirmed that he would look to provide clearer explanation on the data in future.

Members queried whether the statistics concerning Stop and Search based on ethnicity could be presented in percentage terms going forward. Officers responded that they would liaise with the Stop and Search Working Group and bring a revised data set to the Committee in the future. It was agreed that some training would be offered to Committee members on this important topic of stop and search so that they could better understand and scrutinise the data and operations. This would be arranged around a meeting of the Committee in the New Year

RESOLVED – that the Committee noted the Report.

7. STOP AND SEARCH DATA BREAKDOWN

The Committee received a Report of the Commissioner of the City of London Police concerning Stop and Search Data. This response would be sent separately to the member of Common Council who raised these matters at the meeting on 14th September.

Please see the Minute for ITEM 6.

RESOLVED – that the Committee noted the Report.

8. USE OF ALGORITHMS AND AI WITHIN CITY OF LONDON POLICE

The Committee received a Report of the Commissioner of the City of London Police concerning the use of algorithms and AI.

Members welcomed the Police's cautious approach to the adoption of AI and were keen that the Force continued to track and monitor developments, particularly when it came to national or international approaches to establishing best practice in this area. Whilst this was, for now, at an embryonic stage, the technology (such as facial recognition) continues to evolve and the ethical concerns are becoming more apparent. A Member proposed that a separate session on Data Ethics, which outlined some of the concerns and potential risks that would likely emerge as the technology matured would be useful. Officers would set up a session in 2021. At least two members of the Committee had specialist knowledge in this area which it would be good to utilise.

Separately, the Chair added that she had been reassured about the Force's approach to algorithms in its procurement of a successor system to Action Fraud.

RESOLVED – that the Committee noted the Report.

9. **EQUALITY AND INCLUSION STRATEGY UPDATE**

The Committee received a Report of the Commissioner of the City of London Police concerning the Equality and Inclusion Strategy, noting that this now fell within the remit of this Committee.

The Draft (non-public) Equality and Inclusion Action Plan was circulated separately as a supporting document to this Item; this document will be finalised soon and will be circulated to Members thereafter.

In response to a query concerning recruitment and retention, the Assistant Commissioner responded that current trends for widening representation were positive and are on an upward curve. The Force is now fifth in the country for police representation from BAME communities and is also very well placed in terms of civilian staff representation; this reflected a proactive approach over recent years. Whilst the Force was now working from a good and stable base the Assistant Commissioner conceded that the number of female specials had declined recently, and more work was required to turn this around. He added that diversity amongst the Force's cadets was in a very good place, with 27 of 36 recent cadets coming from a BAME background.

In response to concerns around prioritisation, officers stressed that this was a process that would take time to mature; whilst it was unrealistic to expect all areas to be resolved in one go, officers were committed to ensuring the strategy was adopted in full and successful over the longer term.

A Member highlighted some wording on page 91 concerning the creation of a "Gold Group in response to the Black Lives Matter movement" – and asked whether the wording could be changed to something more understandable to the lay person. Officers recognised that too much jargon was unhelpful and, when finalising the Action Plan, would cut down on acronyms and other esoteric terminology where possible.

In response to a query around the feedback from focus groups and the recent staff meeting, officers confirmed that this has been embedded into the strategy. The Force's upcoming communications about the strategy would include both the raw survey results alongside how this has been built into the work.

RESOLVED – that the Committee noted the Report.

10. **INTEGRITY AND CODE OF ETHICS UPDATE**

The Committee received a Report of the Commissioner of the City of London Police concerning the Integrity and Code of Ethics.

Officers provided a brief update; it should be noted that due to the pandemic not a huge amount of work has been undertaken recently in this area.

In the potential continued absence of a London Police Challenge Forum (LPCF) meeting over the medium-term, officers would look at trying to run an internal CoLP only session to ensure that momentum around best practice was kept fresh and top of mind.

RESOLVED – that the Committee noted the Report.

11. **IOPC REVIEW INTO STOP AND SEARCH, REPORT ON THE METROPOLITAN POLICE SERVICE**

The Committee received a Report of the Commissioner of the City of London Police concerning the IOPC Review into Stop and Search.

Members took ITEM 11 and ITEM 12 together.

The Chair welcomed the offer from an officer to provide a training session for Members concerning Stop and Search; it was envisaged that this would take place in the New Year. The Chair would work with officers in the Force and Town Clerks to confirm a time convenient to the Committee.

RESOLVED – that the Committee noted the Report.

12. **ACTION PLAN: TRANSPARENCY, ACCOUNTABILITY AND TRUST IN POLICING**

Please see the Minute for ITEM 11.

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

A Member raised a question concerning whether the Force had yet received notification about the National Association of Legally Qualified Chairs' recent motion to potentially suspend tribunal panels in response to the risk of panel Members being considered personally liable for decisions they take in tribunal (and as a consequence subject to costs), concerning equality claims.

The Association wanted either the regulations to be changed or an indemnity to be put in place to cover panel members.

The Assistant Commissioner informed Members that notification had only been received earlier in the week; the Force's legal department was examining this issue and would come back to Members shortly with guidance.

Officers added that the subject of indemnity was something that had been looked at previously by the Force as a potential component of wider Corporation indemnity for employment tribunal panel members. Members asked that a Report be submitted to the Police Authority Board summarising the position.

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

There was no other business.

15. **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 Local Government Act.

16. **NON-PUBLIC MINUTES**
RESOLVED - that the non-public minutes of the meeting held on 14 September 2020 be approved.
17. **NON-PUBLIC REFERENCES**
Members received a joint report of the Town Clerk and Commissioner regarding non-public references.
18. **CITY OF LONDON POLICE ETHICAL PARTNERSHIPS**
The Committee received a Report of the Commissioner of the City of London Police concerning CoLP Ethical Partnerships.
19. **PROFESSIONAL STANDARDS STATISTICS – QUARTER 2 - 1ST JULY 2020 – 30TH SEPT 2020**
The Committee received a Report of the Commissioner of the City of London Police concerning Professional Standards Statistics for Q2.
20. **PROFESSIONAL STANDARDS DIRECTORATE CASES**
The Committee received a Report of the Commissioner of the City of London Police concerning Professional Standards Statistics – Quarter 2 – 1 July 2020 – 30 September 2020
 - 20a **Case to Answer / Upheld**
Members considered cases with a case to answer/upheld.
 - 20b **No case to answer/not upheld**
Members considered cases with no case to answer/not upheld.
 - 20c **Local Resolution**
Members considered cases dealt with by local resolutions.
 - 20d **Death or Serious Injury**
Members considered cases involving death or serious injury.
 - 20e **Complaint and Conduct Regulations 2019**
Members considered cases dealt with under Complaint and Conduct Regulations 2019.
21. **ACTION FRAUD STATISTICS – QUARTER 2 – 1ST JULY 2020 – 30TH SEPT 2020**
The Committee considered a Report of the Commissioner of the City of London Police concerning Action Fraud Statistics for Q2.
22. **NFIB CASES ASSESSMENT PROCESS**
The Committee received an oral update and slide presentation concerning the National Fraud Intelligence Bureau (NFIB) cases assessment process.
23. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There was one item of non-public urgent business.

The meeting ended at 1.05 pm

Chairman

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City of London Police Authority Board – Public Outstanding References

15/2018/P	Item 4 Outstanding References	Barbican CCTV will form part of Secure City Programme when CCTV is reviewed in the round.	Commissioner of Police	DUE SIX MONTHS POST-CROSSRAIL OPENING
37/2019/P	November 2019 Item 9 – Annual Update on Custody of Vulnerable Persons	Police Authority Board to be updated on progress on options for provision of exercise yard at Bishopsgate Police Station and firm start / completion dates to be provided.	Commissioner of Police/ City Surveyors	IN PROGRESS Budget agreed under urgency procedure by Town Clerk in consultation with Chairman and Deputy Chair Capital Buildings Committee on 12 October 2020. Director of Estates and Support Services continues to provide regular updates to SIA Member for Safeguarding and Public Protection on project progress. Estimated Start / completion dates Start: Last week November 2020 End: Second week February 2021
29/2020/P	29 July 2020 City of London Police Authority Board and its Committees 2020/21	Job descriptions and person specifications for Board and Committee Chairmen and Members to be refreshed.	Chief Executive	IN PROGRESS Under review following publication of Lisvane Review – to be in place in advance of April 2021. Update to be provided at the February 2021 Board meeting.

30/2020/P	29 July 2020 Special Interest Area Scheme 2020/21	Note on expectations regarding Special Interest Area Scheme operation to be provided to the Board.	Chief Executive	IN PROGRESS Under review following publication of Lisvane Review - to be in place in advance of April 2021
47/2020/P	9 November 2020 Professional Standards and Integrity Committee Minutes (14 September 2020)	Briefing note to be provided to Members on the Benbow agreement.	Commissioner of Police	COMPLETE Report on agenda for information
49/2020/P	9 November 2020 City of London Police Authority - Governance	Simplified version of key strands of work on Lisvane/ Governance to be produced to help track progress.	Deputy Chief Executive	COMPLETE Reported in January 2021
50/2020/P	9 November 2020 City of London Police Reserve – Utilisation and Deployment	Further information to be reported on the number of hours committed by the Special Constabulary; how the SC were utilised and how they were best utilised	Commissioner of Police	COMPLETE Report on agenda for information

52/2020/P	16 December 2020 Questions relating to the Work of the Board – Changes to Build Environment	The Force to provide feedback on specific changes to the built environment in the City to Planning & Transportation Committee through a review being conducted on the temporary measures introduced in 2020.	Commissioner of Police/Director of Built Environment	COMPLETE The Force has fed into the DBE review via Uniform Policing Directorate. DBE updates that the report reviewing the temporary COVID changes to the built environment will be going to April's P&T Committee
1/2021/P	7 January 2021 National Lead Force	The Strategic Communications and Engagement Plan to include the promotion of the work of the National Economic Crime Victim Care Unit.	Commissioner of Police	IN PROGRESS Noted. The Strategic Comms plan has been deferred to the March PAB.
2/2021/P	7 January 2021 Police Authority Governance Arrangements	Phase 2 workplace to be progressed.	Deputy Chief Executive	IN PROGRESS An update to be reported to the February 2021 PAB meeting.

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Committee(s) City of London Police Authority Board	Dated: 17/02/2021
Subject: Annual Review of Terms of Reference	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8 & 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Town Clerk	For Decision
Report author(s): Polly Dunn, Senior Committee and Member Services Officer	

Summary

This report calls for the annual review of the Board's own Terms of Reference.

Recommendation(s)

Members are invited to:

- approve, subject to any comments, the terms of reference of the Board be approved for submission both the Policy and Resources Committee and the Court of Common Council, as set out at Appendix 1, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chair and Deputy Chairman; and
- consider whether any change is required to the constitution or frequency of the Committee's meetings.

Main Report

1. Each grand committee of the Court of Common Council is obliged to review its terms of reference annually and in good time for any changes to be considered before committees are reappointed by the Court in April each year.
2. The terms of reference of the City of London Police Authority Board are attached as an appendix for your consideration. Suggested deletions have been ~~struckthrough~~ and additions underlined.
3. To reflect the changing focuses of the Force, the key proposed revisions to the Terms of Reference are:

- Explicit reference to the Board’s responsibility in monitoring and reviewing the equality, diversity and inclusion agenda within the Force.
 - The Board’s various responsibilities in monitoring and overseeing the Force’s role as National Lead Force for Economic Crime.
4. The Board is also required to review the frequency of its meetings and constitution. At present the Board is scheduled to meet approximately monthly in 2021. These do not currently include any informal meetings or sub-committees.
5. Note that the Membership as it appears in Appendix 1 is correct as of July 2020. Any changes made to the membership after this time will be incorporated in the final Court Report for 2021.

Corporate & Strategic Implications

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

Conclusion

7. Amendments to the Terms of Reference are put forward for the consideration of Members.

Appendix 1 – Draft Terms of Reference 2021/22

Polly Dunn

Senior Committee and Member Services Officer

E: Polly.Dunn@cityoflondon.gov.uk

RUSSELL, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 16 th July 2020, doth hereby appoint the following Committee until the first meeting of the Court in April, 2021.
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CITY OF LONDON POLICE AUTHORITY BOARD

1. **Constitution**

A non-ward committee consisting of:

- 11 Members elected by the Court of Common Council including:
 - a minimum of one Member who has fewer than five years' service on the Court at the time of their appointment; and,
 - a minimum of two Members whose primary residence is in the City of London;
- 4 2 non-voting external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Authority Board Membership Scheme

The Chairman and Deputy Chairman to be elected from among Court of Common Council Members of the Board.

Effective April 2021, there shall be a maximum continuous service limit of three terms of four years, with immediate past Chairs qualifying for a further four-year term. Service as Chair/Deputy Chair shall not count towards an individual's term limit.

2. **Quorum**

The quorum consists of any five Members.

3. **Membership 2020/21**

- 6 (4) Nicholas Michael Bensted-Smith, J.P.
- 5 (4) Keith David Forbes Bottomley, Deputy
- 12 (4) Alison Jane Gowman, Alderman
- 3 (3) Tijs Broeke
- 3 (3) Emma Edhem, Alderman
- 11 (2) Douglas Barrow
- 6 (2) James Michael Douglas Thomson, Deputy
- 1 (1) Dawn Lindsay Wright, *for three years*
- 1 (1) Munsur Ali
- 1 (1) Caroline Kordai Addy
- 1 (1) Timothy Russell Hailes, J.P., Alderman

Together with two non-City of London Corporation Members:-

- Andrew Lentin (*appointed for a four-year term to expire in September 2021*)
- Deborah Oliver (*appointed for a four-year term to expire in September 2022*)

4. **Terms of Reference**

To be responsible for:-

- (a) securing an efficient and effective police service in both the City of London and, where so designated by the Home Office, nationally, and holding the Commissioner to account for the exercise of his/her functions and those persons under his/her direction and control;
- (b) agreeing, each year, the objectives in the [City of London Policing Plan](#), which shall have regard to the views of local people, the views of the Commissioner and the Strategic Policing Requirement;
- (c) any powers and duties vested in the Court of Common Council as police authority for the City of London by virtue of the City of London Police Act 1839, the Police and Criminal Evidence Act 1984, the Police Acts 1996 (as amended) and 1997, the Criminal Justice and Police Act 2001, the Police Reform Act 2002, the Police Reform and Social Responsibility Act 2011 and any other Act or Acts, Statutory Instruments, Orders in Council, Rules or byelaws etc. from time to time in force, save the appointment of the Commissioner of Police which by virtue of Section 3 of the City of London Police Act 1839 remains the responsibility of the Common Council;
- (d) making recommendations to the Court of Common Council regarding the appointment of the Commissioner of the City of London Police;
- (e) [to approve the annual budget and capital programme of the Force;](#)
- (f) [monitoring and reviewing the Force's performance across a range of equality, diversity and inclusion measures, setting strategic objectives for the Force where appropriate;](#)
- (g) the handling of complaints and the maintenance of standards across the Force;

- (h) monitoring of performance against the City of London Policing Plan, including the Force's strategic priorities as National Lead Force for Economic Crime;
- (i) monitoring of performance of the force in its capacity as National Lead Force for Economic Crime in partnership with the Home Office;
- (j) to oversee and scrutinise the Force's work to prevent and reduce crime in partnership with relevant agencies in the City of London;
- (k) ensuring local community needs are identified, considered and met as effectively as possible, including through the Policing Plan;
- (l) appointing such committees as are considered necessary for the better performance of its duties; and
- (m) To appoint the Chairman of the Police Pensions Board.

Agenda Item 10

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

Summary

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

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

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

The required savings have been successfully delivered.

Recommendation

Members are asked to note the report.

Main Report

1 Chief Officer Cash Limit Budget

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

1.2 The budget is funded as follows:

Table 1

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

1.3 The latest forecast position is summarised below

Table 2

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

Transport Costs	2.0	1.5	0.8	(0.7)	2.2	0.2
Supplies and Services	22.7	17.1	12.5	(4.6)	20.9	(1.8)
Third Party Payment	12.2	9.1	6.2	(2.9)	11.9	(0.3)
Unallocated Savings	(1.8)	(1.4)	0.0	1.4	0.0	1.8
Non-Pay	37.7	28.3	22.0	(6.3)	37.6	(0.1)
Total Expenditure	153.3	115.0	86.8	(28.2)	148.5	(4.8)
Income						
Specific Grant	(51.3)	(38.5)	(33.3)	5.2	(52.7)	(1.3)
Partnership	(13.0)	(9.7)	(6.4)	3.3	(13.0)	0.0
Fees & Charges	(4.1)	(3.1)	(1.3)	1.8	(3.4)	0.7
Total Income	(68.4)	(51.3)	(41.0)	10.4	(69.1)	(0.6)
Funding	(84.9)	(63.7)	(63.7)	0.0	0.0	0.0
Underlying Deficit	0.0	0.0	(17.8)	(17.8)	79.4	(5.5)

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

1.5 Non-Pay

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

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

have been found in supplies and services through various departmental savings.

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

2 Savings Target

- 2.1 Savings mitigations of £5.7m are fully factored into the 2020/21 budget, comprising £1.6m pay and £4.1m non-pay. A savings tracker is in place, which is closely monitored through internal governance, and reported to Police

Authority Board quarterly. Pay savings will be found through workforce and vacancy management in core funded posts.

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

Table 3

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

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

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

has been claimed and received and a further submission of £201,000 has been made.

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

3 Directorate Revenue Position

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

Table 4

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

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

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

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

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

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

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

The Directorate is holding vacant posts of 20 FTE.

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

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

The Directorate is holding vacant posts of 26 FTE.

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

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

The Directorate is holding vacant posts of 33 FTE.

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

The underspend in UPD is mainly due to vacancies earlier in the financial year. All vacancies have now been filled, including the higher than usual probationer

intake this year. All the new probationers and all the national uplift posts are temporarily placed in UPD, hence there are currently no net vacancies There is some risk to TFL Grant income for roads policing, although at this stage it is assumed that the grant will be received in full.

The Directorate is not currently holding any vacancies

4 Workforce

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

Table 5 – Actual workforce numbers for Q3 and forward projections

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

	March	875	500	1,375
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Head count

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

4.4 National Uplift

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

4.5 67 Growth

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

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

5 Income

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

Table 6

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

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

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

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

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

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

6 Capital Programme

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

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

7 Table 7 - Summary of Capital Programme 2020 to 2024

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

6.3 For the four-year programme to 2024, there is a forecast underspend of £0.4m. This is largely due to the Accommodation Decant Programme and re-scoping of the Airwaves project.

6.4 At the end of Q3, it is expected that the Legacy Capital Programme will largely be complete, with a small in-year underspend as projects are completed in the new financial year. Spending on the new 2020/24 programme has been relatively low this year with the completion of projects expected to be in 2021/22 and beyond. This has partly been caused by the Covid19 lockdown, with purchase orders being placed later than otherwise, and delays in delivery of equipment. The projects to update the Custody CCTV and the new module for the Chronical system are expected to be substantially complete by the year end.

6.5 Expenditure to year end against the delegated loan funded capital programme is forecast to be £0.6m.

6.6 The IT programme covers a range of IT related projects. Critical to this is the IT Modernisation programme, which has a budget of £6.425m over four years. Within this budget, £0.675m is to be reallocated to fund the accelerated roll out of new desk top and mobile equipment, which is funded by the Corporation pre-2019/20 programme budget.

6.7 The remainder of the IT budget is allocated to support the 2021-2025 capital programme for the provision of IT related projects.

- 6.8 The programme to replace non-ULEZ compliant vehicles is expected to be largely complete by the end of the year. However, there is a risk of delay to delivery of some vehicles, and some expenditure may be incurred in the next financial year.
- 6.9 The low value capital scheme for the NHS Custody Link is now being funded by the health service and the budget is therefore released.

7 Transactional services

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

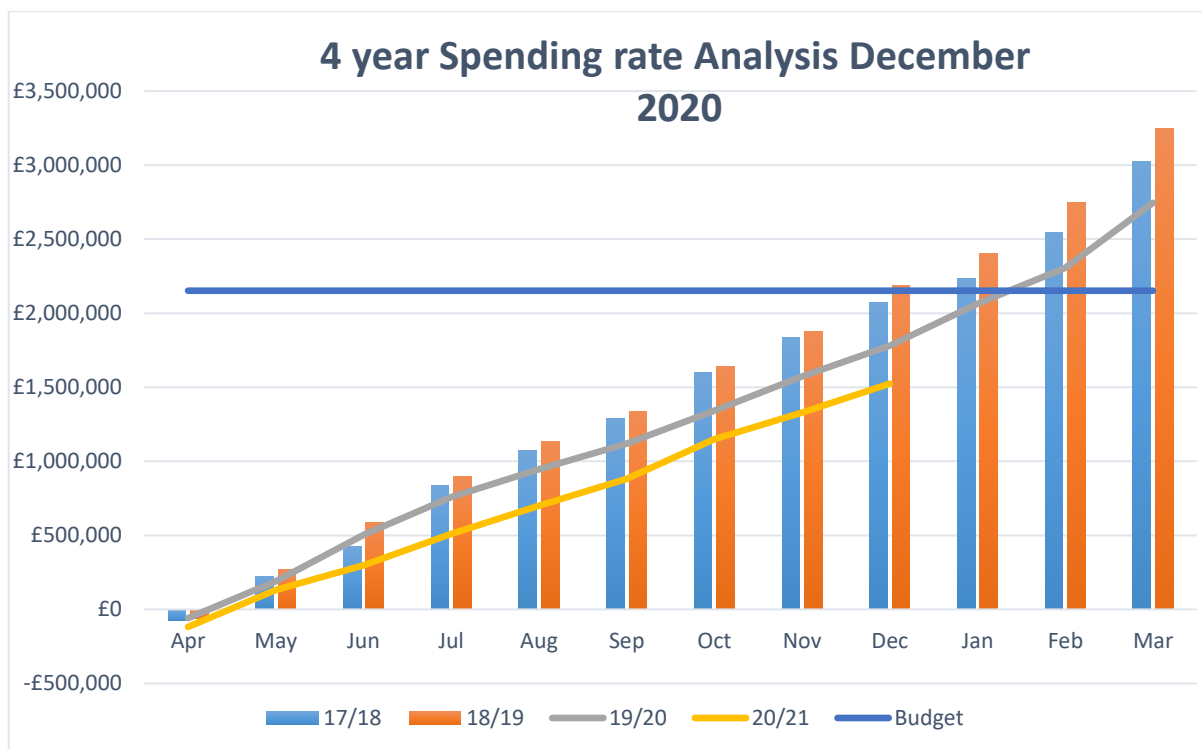
8 Overtime

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

¹ Op Uranium- targeting Courier Fraud

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

8.6 The chart below shows cumulative overtime expenditure over the last 4 years, which projects a year-end reduction in the current financial year compared to previous years.



9 Coronavirus (COVID-19)

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

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

Table 10

COVID-19 Spend to date	
£	
Mar	298,378
Apr	139,708
May	95,295
Jun	97,463

Jul	8,646
Aug	54,330
Sep	131,931
Oct	66,328
Nov	17,468
Dec	25,057
Total	934,604

10.3 Police Forces in the UK were provided with an additional Home Office ring-fenced grant as an incentive towards speedy recruitment towards the Year 1 National Uplift. The CoLP ring-fenced grant allocation for 2020/21 was £1.2m.

10.4 Whilst recruitment towards the 20,000 national officer uplift remains a top priority for the Government, forces were encouraged to continue using the ring-fenced grant for this purpose. However, a degree of flexibility has been allowed to claim 50% of this allocation towards losses incurred due to COVID-19 disruption up to the end of September 2020. CoLP has claimed £03.m against COVID-19 related expenditure of £0.9m to date.

11 Use of Reserves

11.1 The Police reserves position is summarised in Table 11 below

Table 11

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

11.2 Unusual for a Police Force, CoLP does not currently hold any general reserves as the Corporation of London is in effect acting as a guarantor. These arrangements are under review, and subject to a separate report.

11.3 The Proceeds of Crime Act (POCA) reserve relates to the National Asset Recovery Incentivisation Scheme (ARIS), where relevant agencies get back a proportion of what they recover. This is an unusual arrangement requiring the ongoing agreement of the Home Office. Although the use of ARIS allocations is a matter for each agency, there is an expectation that such funds are used to improve performance on asset recovery and to fund local crime fighting priorities for the benefit of the community in the following categories:

- Asset Recovery Work
- Crime Reduction projects

- Community Projects
- Miscellaneous expenditure

- 11.4 Expenditure is subject to an annual audit, and there is an expectation that all ARIS funds are completely utilised in-year. CoLP's POCA reserve relates to unspent balances built up over a number of years, over and above the annual £0.5m estimated receipts which is built into the base budget.
- 11.5 The opening balance at the start of the financial year was £1.4m. Expenditure from the POCA reserve is subject to a bidding process via the Strategic Finance Board, where bids are assessed against the categories set out above. The reserve is not utilised for projects that require ongoing revenue funding such as the establishment of new posts or new IT systems which attract ongoing revenue costs. Due to the nature and the audit requirements relating to ARIS funds, the POCA reserve should not be viewed as a general reserve to be used to support the revenue budget. Doing so might compromise future arrangements with the Home Office.
- 11.6 It is anticipated that the Action Fraud Reserve will be fully utilised over the next two years to fund the £4.1m additional costs of the new Fraud and Cyber Crime Reporting project. This is an increase of £0.3m from that previously reported due to the procurement costs, licence fees and system enhancement costs.

11 Risk Management

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

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

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

Appendix 1

The position for capital schemes in shown below.

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

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

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

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

Summary

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

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

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

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

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

Background and Current Position

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Recommendation(s)

It is recommended that:

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

Main Report

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

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

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

Revenue Budget for 2020/21 and Projected Outturn

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

Proposed Revenue Budget for 2021/22

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

Table 1

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

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

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

Table 2

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

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

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

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

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

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

- Pay progression (No pay award)

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

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

Table 3

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

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

Income

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

Table 4 - 2021/22 Income and Funding Streams

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

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

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

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

Emerging Risks

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

Workforce planning

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

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

Table 5

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

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

Table 6



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

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

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

Table 7



Transform

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

The following high-level benefits were agreed:

- Improved effectiveness
- Improved efficiency
- Improved legitimacy

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

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

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

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

Reserves

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

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

Appendices

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

Appendix 2-Support Services and Capital Charges

Appendix 3-Supplies and Services Analysis

Contact:

Cecilie Booth

Chief Finance and Operating Officer

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Net Revenue Budgets 2020/21 to 2021/22

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

Support Services and Capital Charges

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

Notes:

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

Appendix 3

Supplies and Services analysis

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

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

Summary

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

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

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

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

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

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

Recommendation(s)

That Members:

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

Main Report

Background

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

Summary of Capital Bids

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

Table 1 - Summary of Capital Bids 2021 to 2025

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

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

Funding of Capital Bids

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

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

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

Table 9 - Funding of the Capital Bids 2021 to 2025

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

Next Steps

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

Appendix

Appendix 1- Detailed Capital bids (Non Public)

Cecilie Booth

Chief Finance and Operating Officer

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Committee(s): Police Authority Board	Date(s): 17 th February 2021
Subject: The National Enabling Programme (NEP) update summary report	Public
Report of: Commissioner of Police Pol 16-21	For Information
Report author: Ian Dyson, Commissioner Jonathan Witt, Detective inspector, IMORCC Coordination Officer	

Summary

This paper is for information only and there are no recommendations except for members to note the content. The purpose is to provide an update to Members in relation to the National Enabling Programme (NEP), which is a transformational project introducing commercial cloud computing across UK policing. Commissioner Ian Dyson is the Senior Responsible Owner (SRO) and he and the Programme have been supported through the City of London Corporation acting as the accountable body (Pol 26-18 refers).

The Programme is due to finish delivery in the financial year 2021/22 and this paper is to provide information to Members as to the progress and outcomes.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The National Enabling Programme (NEP) was funded initially by the Transformation Fund grant via the Home Office with the City of London Corporation providing support by taking on the role of the accountable body in the financial year 2017/18. For three years the City of London Corporation, as the accountable body, worked with the programme and the Home Office to manage the complex contracts, change notices and finances whilst ensuring adherence to the grant conditions. The accountable body has since been passed to the Police ICT Company (PICTCo).

Commissioner Ian Dyson is the SRO for the NEP, which is overseen by the National Police Chiefs Council (NPCC) Information Management and Operational Requirements Coordination Committee (IMORCC), also chaired by the Commissioner.

The NEP is a transformational project introducing commercial cloud computing across UK policing. It has three separate but mutually dependant strands.

- I. Identity Access Management (IAM) – provides a nationally-supported identity solution for police across England and Wales. It is designed to help forces manage access to devices used by officers and staff. It allows the right people access, to the right information, at the right time. It also provides forces the ability to securely manage access to their information and the devices used by their staff.
- II. National Management Centre (NMC) – a central cyber security unit to monitor forces’ on-premise and cloud-stored information. A specialist team of analysts monitor, protect and remediate cyber security threats. This ensures that each force’s local ICT team can lock down and eliminate any cyber threats before they can cause damage and disruption to IT systems and devices used by the forces’ officers and staff.
- III. Productivity Services - Exploitation of Microsoft 365 application suite and Azure Information Protection security tools. This suite of productivity services provides forces with a comprehensive family of workforce applications and tools that help drive productivity, improve collaboration and enable easier mobile working, all the while delivering cost savings.

Current Position

2. During the time that the City of London Corporation was the accountable body, the programme developed from the early stages of planning through to the full delivery into police forces in England and Wales with great success. The current position of the programme is as follows:-
 - 16 forces are now in full roll-out of all the technology, with a further 10 in the final stages of the business pilot.
 - 36 forces are having all their cloud-based activity monitored by the NMC, and 24 of these now also have their own ‘on-premises’ data and networks being monitored.
 - An accelerated path to ‘on-boarding’ for forces was created by the programme, allowing safe remote working for officers and staff; this was in response to Covid-19 challenges faced by forces. This has also led to policing across the country finding innovative ways to keep the public safe.

Current Status of Forces	
Delivery Tranches – Phase 1	
Tranche 1 - September 2020 (completed)	12
Tranche 2 - December 2020 (completed)	7
Tranche 3 - March 2021	12
Tranche 4 - Beyond March 2021	12
Total number of Forces	43
Current Delivery Stage	
Forces in Initiation	10 (11)
Forces in Technical Pilot	4 (3)
Forces in Business Pilot	10
Forces approved for Full Roll-out	19

Source- NEP Highlight Report 18/1/21

The innovation by forces is a good example of the business change opportunities and benefits provided by the implementation of the technology. Examples of these

innovations include; remote interviews with solicitors and suspects, misconduct tribunals heard using Microsoft Teams and apps which help officers advise vulnerable people of their rights.

Conclusion

3. The programme expects to complete the full roll out in 2021; it continues to deliver and be supported by the Home Office and the wider policing community, as it moves beyond just the delivery of secure technology and into the work to fully exploit the transformational capabilities to keep our communities safer.

The success of this national programme has been recognised beyond just policing and has won awards such as; the 'Security Project of the Year 2020' at Computing's Digital Technology Leaders Awards 2020, and also the award for 'Risk Management' (as well as being shortlisted in the 'IAM Award' and the 'Special Award: Pandemic Resilience') at the Security Excellence Awards 2020.

The support provided by the City of London Corporation, as the accountable body, has been essential in ensuring that Commissioner Dyson and the Programme Team could deliver such a successful programme for UK policing.

Background Papers

- Pol 26-18- Police National Enabling Programme – Accountable Body – 1st March 2018
- Pol 20-20 National Enabling Programme (NEP) – Accountable Body- Novation of contracts – 27th February 2020

(Other previous reports relating to contracts and Police ICT Co:

Pol 31-18; Pol 52-18; Pol 65-18; Pol 26-19; Pol 35-19; Pol 62-19; Pol 63-19; Pol 69-19; Pol 19-20)

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Commissioner

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Committees: Police Authority Board – For Decision	Dated: 17/02/2021
Subject: Delegated Authority for Court Submission on Next Generation Fraud and Cyber Crime Reporting and Analysis Service Project	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Corp Objectives: 1, 9 & 10
Does this proposal require extra revenue and/or capital spending?	No
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: Town Clerk	For Decision
Report authors: Oliver Bolton, Town Clerk’s and Chris Bell, Fraud and Cyber Service Director, CoLP	

Summary

Last summer, the City of London Police was appointed by Home Office Ministers to lead the procurement for the replacement of the Action Fraud and National Fraud Intelligence Bureau systems. This project is known as the Next Generation Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS). As this project is majority funded by the Home Office, there is a requirement for the project team to adhere to the Home Office and wider government governance (Cabinet Office and HM Treasury).

Due to the scale and nature of the project, there are also numerous City of London Corporation Committees and Sub-Committees that have an interest and decision-making responsibilities regarding the project. These, combined with the wider government requirements and City of London Police’s own project and delivery boards place a significant burden on the project team ensuring each body receives the appropriate information and in the right format. These governance requirements have been identified as a risk to delivery by the Home Office, the Government’s Infrastructure and Projects Authority, Commissioner’s Project Board and Police Authority Team. To assist mitigating this risk, it is proposed to seek approval from Court of Common Council to establish a dedicated, time-limited, stand-alone Committee to fulfil the need for Member oversight of this significant project. Proposed membership of this Committee would comprise the Chairs and Deputy Chairs of the Committees the project would otherwise be reporting to: Police Authority Board, Finance Committee, Procurement Sub, Project Sub and Digital Services Sub. While not currently part of the project governance, it is proposed to also include the Chair and Deputy of Policy and Resources Committee in the membership, to further strengthen oversight.

An extraordinary meeting of the Home Office Finance and Investment Committee is being convened for early to mid-March 2021 to consider approval of the project progressing to the next stage. In order to ensure the best case is put forward and known concerns around the project governance are addressed in time, the project

team would like to take a proposal to Court of Common Council for consideration on 4th March 2021.

To achieve this within the timeframes required, Delegated Authority is sought from the Police Authority Board (PAB) for the Town Clerk, in consultation with the Chair and Deputy Chair of PAB, to develop an appropriate proposal for the Court to Consider on 4th March 2021. The proposed governance arrangements in respect of the new committee, including the terms of reference and member composition, will be set out in that proposal. Submission of the proposal to the Court of Common Council will be subject to consultation with, and approval from, the relevant committees and sub-committees that have an interest and decision-making responsibilities regarding the project.

Recommendation

Members are asked to:

- Delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair of the Police Authority Board, to develop a proposal for consideration by the Court of Common Council to establish a dedicated Committee to oversee the work of the Next Generation Fraud and Cyber Crime Reporting and Analysis Service. Submission of the proposal to the Court of Common Council will be subject to consultation with, and approval from, the relevant committees referenced in paragraph 12.

Main Report

Background

1. Since 2014, the City of London Police have been running the 24/7 national fraud reporting service, Action Fraud, and its analysis function, the National Fraud Intelligence Bureau. Following the end of the contract period for this service, the City was chosen by Home Office Ministers to lead the procurement for a replacement service, known as the Next Generation Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS).
2. The City of London Police established a project team to lead this procurement and they have been progressing with the necessary preparatory work and documentation with a view to going to tender in April 2020 and awarding contract in April 2022. This is a project of significant size, with current build value estimated at £30m and total run cost of £110m for the five years of the contract.

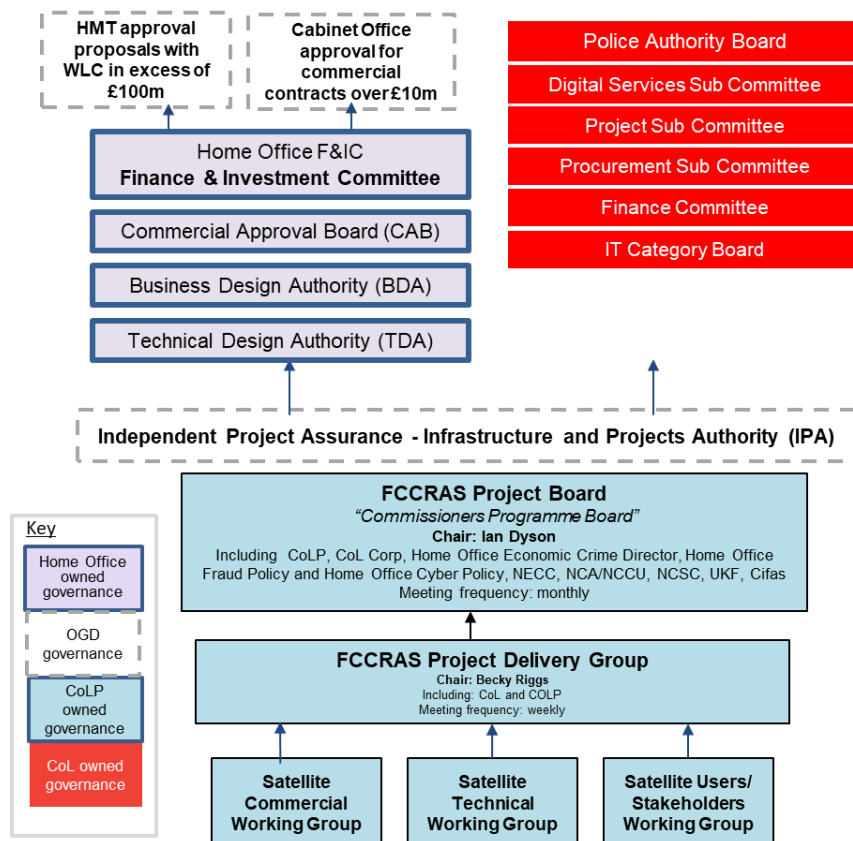
Current Position

3. To meet the deadline to procure the new system and replace the current service will be extremely challenging for the team. Indeed, the current timeline already requires an additional extension to the existing contract. While the project team is looking at ways to mitigate this and reduce the timeline where possible, one risk

to effective delivery that has been identified is the complex governance that the project is subject to.

4. As the project is delivering a national service on behalf of the Home Office, there is a requirement to report and seek approval from four key Committees and Boards. Due to the total cost of the project being over £100m, HM Treasury approval and Cabinet Office approval (for commercial contracts over £10m) must also be navigated.
5. The scale of the project has also meant that it has recently been made subject to the government’s Infrastructure and Project Authority (IPA) gateway process. The IPA draws together professional experts in the delivery of major public projects and through of documentation review and a series of interviews provides a health-check of the project at key milestone stages to determine whether it can progress to the next stage of delivery. Its mandate can be accessed [here](#)¹. When the external governance is overlaid with the internal governance of the City of London Police and the City of London Corporation, there is a total of 18 governance entities that the Project is accountable to. An illustration of this is shown below.

Overview of the Governance for the FCCRAS



1

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/949868/IPA_Mandate_2021.pdf

6. The IPA carried out their documentation review of this project over the Christmas period followed with 21 interviews across the team and key stakeholders in the week beginning 11th January, reporting their findings to the Commissioner (as SRO for the project) by the end of that week. Feedback from the IPA and other key stakeholders has been broadly positive about the quality of the products the team has produced to date highlight some areas that they would like to see strengthened. In particular, they identified the current governance requirements as a critical concern for the project going forward, citing 'governance overload'. An excerpt of the report covering the findings on the project's governance is found at Appendix 1. A full report on the IPA's findings will be submitted to the Police Authority Board and Project Sub.
7. Both the City and the Home Office have identified the need to streamline the governance for the project or risk jeopardising its success as the team's capacity is taken up with reporting rather than on delivery. This is a view that was firmly echoed in the first report of the IPA and also by many of the Members at the pre-Christmas Member briefing on the project (16th December).
8. The Home Office has given a commitment to review their own governance burden on the project on the basis that the City does the same and to date they have removed the need for the project to pass through their Business Design Authority and Technical Design Authority. This report outlines the options that officers have identified for the City Corporation to meet its commitment.
9. An extraordinary meeting of the Home Office Finance and Investment Committee is being convened for early to mid-March 2021 to consider approval of the project progressing to the next stage. In order to ensure the best case is put forward and known concerns around the project governance are addressed in time, the project team would like to take a proposal to Court of Common Council for consideration on 4th March 2021. Submission of the proposal to the Court of Common Council will be subject to consultation with, and approval from, the relevant committees and sub-committees that have an interest and decision-making responsibilities regarding the project.

Options

1) Maintain current governance

10. The City Corporation could stick to its current governance requirements, on the principle that this would provide the most thorough oversight of a service that has had a challenging track record under the existing contract. However, this would not reduce the burden on the project team and would mean a significant proportion of its resources are dedicated to reporting on the project rather than delivering it and ensuring the most appropriate specifications and best value for money. This approach would also likely discourage the Home Office from making any concessions.

2) Delegate Authority to the Town Clerk in consultation with the Chair and Deputy Chair of the Police Authority Board to approve a solution for

consideration at Court of Common Council

11. The intention is to seek approval from the Court of Common Council to establish a stand-alone Committee dedicated to the consideration of key decisions for the FCCRAS project, time-limited to the period of procurement to 'go-live' for the project (currently estimated to be approximately three years).
12. It is proposed that membership of the Committee would comprise Chairs and Deputy Chairs of the Committees and Sub-Committees that would otherwise have an individual role in the decision-making process of the project, namely:
 - Police Authority Board
 - Policy and Resources Committee
 - Finance Committee
 - Procurement Sub (Finance) Committee
 - Project Sub (Policy and Resources) Committee
 - Digital Services Sub (Finance) Committee

It is also proposed that the above committees could nominate additional members by exception where they have a particular, professional expertise that would benefit the project.

13. Delegated Authority is sought from the Police Authority Board to ensure a proposal setting out the proposed governance arrangements in respect of the new committee, including the terms of reference and member composition, can be finalised and submitted in time for consideration at the Court of Common Council meeting on 4th March. Submission of the proposal to the Court of Common Council will be subject to consultation with, and approval from, the relevant committees and sub-committees that have an interest and decision-making responsibilities regarding the project.

Corporate & Strategic Implications

14. Sub-headings

- a. **Strategic implications** – Successful delivery of this project is critical to ensuring an effective service is provided to victims of fraud and cyber crime. Given the challenges faced with the current system, there are also significant reputational risks to the City Corporation and the City of London Police if this project's objectives are not achieved. Successful delivery of this project is therefore critical to supporting the City of London Police's role as National Lead Force for fraud and the City Corporation's role as an effective Authority.
- b. **Financial implications** – If more resource is required for successful delivery of the project to accommodate the extensive governance requirements (some of which have only recently been imposed), this would require additional funding.
- c. **Resource implications** – Pursuing the option of a stand-alone Committee provides the best option to both reduce the burden on the project team, but also on the administration of the current committees involved in oversight of the

project.

- d. **Legal implications** - None
- e. **Risk implications** – As above.
- f. **Equalities implications** – None
- g. **Climate implications** - None
- h. **Security implications** - None

Conclusion

15. Successful delivery of the FCCRAS project is critical to the successful fulfilment of the City of London Police's role as National Lead Force for Fraud and Cyber Crime. The current governance requirements imposed on the project risk diverting too much resource, effort and focus away from effective delivery of the project itself. It is therefore strongly recommended that, given the on-going level of extensive oversight that will be required, delegated authority is granted to the Town Clerk, in consultation with the Chair and Deputy Chair of the Police Authority Board, to consider a proposal for the creation of a new committee, including terms of reference and member composition, and for recommendations thereon to be submitted to the relevant committees for consideration ahead of submission to the Court of Common Council for approval.

Appendices

- Appendix 1 - Excerpt on governance from final Gateway 2 report of the Infrastructure and Projects Authority review of the Fraud and Cyber Crime Reporting and Analysis Service.

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Appendix 1

Excerpt on governance from final Gateway 2 report of the Infrastructure and Projects Authority review of the Fraud and Cyber Crime Reporting and Analysis Service.

“There are a number of risks that the project faces including governance overload...”

Governance

This is a complex project with accountabilities (including for funding) to three different bodies, Home Office, the City of London Corporation and its Police Authority. The importance of the project, the level of political interest and past history of difficulties with the service the project is looking to replace has understandably led to high levels of interest to ensure confidence in delivery. This has in turn translated into detailed governance, in some cases multiple layers of governance, from each body. The project’s governance diagram shows the Project Board linking to twelve other governance bodies/committees in Home Office and COLC to secure the necessary approvals to proceed.

The review team heard that the extent of governance had become heavy, and added a considerable burden to the operation of the project, with the need to meet governance requirements taking away from the ability to take forward project development. An issue has needed to be taken to different bodies, with different processes and timelines, duplicating effort and risking complication if the bodies come to competing views.

There was also some confusion between strategic governance – decision making about how to take the project forward – and providing assurance that the project was proceeding against agreed parameters. It is important that this is clarified and the roles and responsibilities of different parties is agreed and set down clearly.

The RT heard from all parties that the issues created by the extent of external governance the project faced were recognised and understood. There was a desire from all sides to address this and to simplify and delayer the governance the project faced, although detailed models have yet to be finalised. This would become easier as the project moved from initial phases setting its strategic direction into more operational delivery. Considerable work is already in hand to resolve this governance issue and it needs to be concluded rapidly.

Recommendation 2: It is recommended that the project should develop an Integrated Assurance and Approval Plan by 1 April, agreed with Home Office, Police Authority and COLC, to set out the respective roles and accountabilities of the different bodies.

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Committee(s)	Dated:
Police Authority Board Streets & Walkways Sub Committee Policy & Resources Committee	17 February 2021 18 February 2021 18 February 2021
Subject: Anti-Terrorism Traffic Regulation Order	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?	No
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: Director of the Built Environment	For Information
Report author: Ian Hughes, Deputy Director (Highway Operations), Transportation & Public Realm	

Summary

The City’s permanent Anti-Terrorism Traffic Regulation Order (ATTRO) authorises the City Police to potentially control the movement of pedestrians and vehicles on City streets for counter terrorism purposes and was originally requested as part of a package of measures aimed at both improving the security of people in crowded places & preventing damage to buildings from a potential terrorist attack.

Members approved the ATTRO in 2016 on the basis that the City Corporation’s area was particularly vulnerable to terrorism due to its highly dense nature and the concentration of high profile, historic, prestigious and financial targets that can be found throughout the Square Mile.

Matters since would suggest this assessment has not changed, albeit the use of the ATTRO has been limited to a small number of high-profile special events. As a result, in February 2020 Members agreed to approve the retention of the ATTRO for a further three years before its continuing use would be reviewed and decided upon again in 2023.

Due to the large-scale cancellation of events in 2020 due to COVID-19, the ATTRO was not used at all in the last 12 months, but from a City Police perspective, retaining the permanent ATTRO remains important because it affords them the ability to react quickly, if the intelligence necessitates it, to protect the public.

Recommendation(s)

Members are recommended to receive this report.

Main Report

Background

1. In September and October 2016, the Planning & Transportation Committee (for decision), the Police Committee (for information) and the Policy & Resources Committee (for decision) discussed and agreed to the creation of an Anti-Terrorism Traffic Regulation Order (ATTRO) in the City Corporation area.
2. This was in response to a request from the Commissioner of the City Police in July 2015 to introduce such an order and followed a statutory public consultation.
3. The Commissioner's request was informed by advice received from his counter-terrorism security advisors, including the Centre for the Protection of National Infrastructure (CPNI). The advice related to the whole administrative area of the City and was in the context of the potential impact of terrorism due to the City's intensely crowded nature and its role as a high-profile world centre of economic activity.
4. The ATTRO is a counter terrorism measure pursuant to the provisions of the Civil Contingencies Act 2004, which allows traffic orders to be written by the Traffic Authority under s6, s22C and s22D of the Road Traffic Regulation Act 1984. These orders can only be made on the recommendation of the Commissioner of Police, and are for the purposes of:
 - a. Avoiding or reducing the likelihood of, or danger connected with, terrorism, or;
 - b. Preventing or reducing damage connected with terrorism.
5. On the basis of a security assessment or an intelligence threat, the ATTRO gives a City Police Inspector or above the discretion to restrict traffic and / or pedestrians to all or part of any street in the City. That discretion must be exercised in accordance with an agreed protocol so that any interference is proportionate and that such restrictions are in place for the minimum extent and time necessary.
6. The Commissioner requested the ATTRO be put in place on a permanent basis, but that its use be contingent on it only being used as a proportional counter terrorism response to the needs of an event, incident or item of intelligence. Transport for London also agreed to allow the City Corporation to include their streets within the Square Mile as part of the ATTRO area.
7. The permanent ATTRO allows the controls to be activated at any time, albeit in accordance with an agreed protocol that reflects the statutory requirements for making such an order. Nevertheless, its permanent nature enables speedier activation of security measures to meet operational requirements given the unpredictability of the current terrorist threat.

8. Members agreed to making the ATTRO on two key conditions, namely that an annual review be presented to Members, and as part of that review, there should be confirmation that the ATTRO had been used in a proportionate way.

Current Position

9. The protocol established for using the ATTRO allowed for two main types of scenario, namely for intelligence-based Police led urgent situations and for pre-planned special events. In terms of the former scenario, the permanent City ATTRO has yet to be used to implement controls as a result of advance intelligence.
10. In terms of special events, it was agreed that the ATTRO could be used to supplement the City Corporation and TfL's existing event planning process. This process would typically include a separate pre-advertised temporary traffic regulation order (TTRO) granted to the organiser to close roads just to facilitate the event. In such circumstances, the ATTRO could be used to authorise additional protective security measures, such as the control of pedestrian movements which would not typically form part of the standard event TTRO, and / or additional road closures that might be deemed appropriate nearer the event.
11. Since its introduction in 2016, the City Police Commissioner has only requested that the ATTRO be used on eight separate occasions, all in relation to a particular special event. Four of those requests involved the annual New Year's Eve celebrations as part of the Metropolitan Police-led operation across Central London. The other four were all in 2017 and related to:
 - a. The funeral of PC Keith Palmer at Southwark Cathedral
 - b. The IAAF Marathon
 - c. The Lord Mayor's Show & Fireworks
 - d. The Grenfell Tower Memorial Service at St Paul's Cathedral
12. Post-event feedback would suggest the additional powers contained in the ATTRO were used sparingly and there was no noticeable or negative impact on the general public. In accordance with the agreed protocol, none of the uses of the ATTRO exceeded 48 hours, which would otherwise have triggered a review by the Town Clerk & Commissioner.
13. Due to the large-scale cancellation of events in 2020 due to COVID-19, the ATTRO was not used at all in the last 12 months, but from a City Police perspective, retaining the permanent ATTRO remains important because it affords them the ability to react quickly, if the intelligence necessitates it, to protect the public and that a fair balance is being struck between the public interest and an individual's rights.
14. For these reasons, in February 2020 Members agreed to approve the retention of the ATTRO for a further three years before its continuing use would be reviewed and decided upon again in 2023.
15. Otherwise just to note that the operational protocol to oversee how the ATTRO is triggered and operated will be subject to a general refresh this year between the

City Corporation, City Police and TfL under 'Business as Usual' protocols to ensure it remains fit for purpose.

Corporate & Strategic Implications

16. Counter Terrorism is graded as a tier one threat against our country as per the National Strategic Policing Requirements set by the Home Office. Nationally and locally, there is an appropriately strong expectation that the threat of terrorism is met by an equally appropriate and proportionate response by the police and our partners.
17. The Government's Contest Strategy aims to reduce the risk to the UK and its interests overseas from terrorism, so people can go about their daily lives freely and with confidence. The City of London Police, part of the London counter terrorism region, supports the Contest Strategy through the four P's approach of Pursue, Prevent, Protect and Prepare. Protective Security as a theme, and therefore the ATTRO, fits firmly under Protect element of the Government's Contest Strategy.
18. The number one ambition of the City of London Police's Corporate Plan is 'to make the City of London the safest place in the world'. This includes having all the tools available to rapidly mitigate risk and to protect the public.
19. The City of London's historical, cultural and economic importance means it will always be an attractive target for those who are intent on causing high profile disruption. By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole. In terms of prevention, the City of London Police plan states 'we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity'.
20. The City of London Local Plan 2015 aims to ensure that the City remains a safe place to live, work and visit. Core Strategic Policy CS3 makes specific provision for implementing measures to enhance the collective security of the City against terrorist threats, applying measures to broad areas, including the City as a whole. The Policy also encourages the development of area-based approaches to implementing security measures.
21. The risk of terrorist attack remains at the top of the current Corporate Strategic Risk Register because of the City's concentration of high profile, historic, prestigious and financial targets. In addition, the City's Corporate Plan 2018-2023 reiterates the key aims of ensuring people are safe & feel safe and that we protect the users of our buildings, streets & public spaces.
22. Otherwise, the legal implications on the use of the ATTRO remain unchanged from the original 2016 report and are repeated in Appendix 1 for reference.

Risk Implications

23. Although the risk of further terrorist attacks in the Square Mile cannot be eliminated, the potential availability of the ATTRO to the City Police forms part of the measures available to help mitigate that risk.

Legal Implications

24. See Appendix 1

Financial, Resource, Climate & Equalities Implications

25. None

Conclusion

26. Given the limited number of occasions on which the ATTRO has been used since 2016 and the limited impact on the general public's freedom of movement on each occasion, the evidence would suggest the ATTRO powers have been used proportionately and to the minimum extent necessary in accordance with both the statutory requirements and Members' wishes.

27. However, due to the exceptional environment of the Square Mile, the City of London remains particularly vulnerable to terrorist attack, and as a result, the City's permanent ATTRO is retained as an appropriate measure to enable the Commissioner of Police to more readily and better protect the City community.

Appendices

Appendix 1 - ATTRO Legal Considerations

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Appendix 1 - ATTRO Legal Considerations

1. Statutory power to make the ATTRO – Sections 6, 22C and 22D of the Road Traffic Regulation Act 1984 (as amended by the Civil Contingencies Act 2004) enables traffic orders to be put in place by the traffic authority for the purposes of avoiding or reducing the likelihood of danger connected with terrorism, or preventing or reducing damage connected with terrorism.
2. Statutory duties of traffic authority - As traffic and highway authority, the City Corporation has the duty to secure the expeditious, convenient and safe movement of traffic (having regard to the effect on amenities) (S122 Road Traffic Regulation Act 1984) and the duty to secure the efficient use of the road network avoiding congestion and disruption (S16 Traffic Management Act 2004). The Schedule to the ATTRO sets out requirements aimed at meeting these duties by ensuring that any restrictions will be the minimum necessary to remove or reduce the danger and are consistent with the statutory requirements for making such Orders. In implementing the ATTRO the traffic impacts of restricting or prohibiting traffic to roads within the City, including, potentially, pedestrian traffic, should be considered. In the event of a threat, the disruption to traffic flow would also have to be weighed against the threat of more severe disruption and greater risk being caused due to failure to prevent an incident.
3. Further controls - The Schedule to the draft ATTRO requires that in most cases at least seven days' notice of any restrictions must be given to persons likely to be affected (unless this is not possible due to urgency or where the giving of notice might itself undermine the reason for activating the ATTRO), and notice must also in any event be given to the City, TfL and other affected traffic authorities.
4. Human Rights and Proportionality - In considering the request for the ATTRO, there is a duty to act in accordance with the European Convention on Human Rights. In relation to possible restriction of access to property, any interference with Article 1 rights to enjoyment of property must be justified. Interference may be regarded as justified where it is lawful, pursues a legitimate purpose, is not discriminatory, and is necessary. It must also strike a fair balance between the public interest and private rights affected (i.e. be proportionate). It is considered that the public interest in being protected by the existence and operation of the ATTRO can outweigh interference with private rights which is likely to occur when restrictions are in operation. The scope of restrictions must be proportionate and should only last until the likelihood of danger or damage is removed or reduced sufficiently in the judgment of a senior police officer. The Schedule to the ATTRO sets out arrangements (further expanded in the Protocol) for ensuring that any interference is proportionate. Given the risks to life and property which could arise if an incident occurred, and the opportunity provided by the ATTRO to remove or reduce the threat of and/or impacts of incidents, it is considered that the ATTRO can be justified and any resulting interference legitimate.

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