



City of London Police Authority Board

Date: WEDNESDAY, 13 DECEMBER 2023
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy James Thomson (Chair)	Graham Packham
Tijs Broeke (Deputy Chair)	Deborah Oliver
Munsur Ali	Dawn Wright
Nicholas Bensted-Smith	Melissa Collett (External Member)
Alderman Professor Emma Edhem	Andrew Lentin (External Member)
Helen Fentimen	Sir Craig Mackey (External Member)
Jason Groves	Michael Mitchell (External Member)
Alderman Timothy Hailes	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the Police Authority Board meeting held on the 22nd November 2023.

For Decision
(Pages 7 - 14)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Discussion
(Pages 15 - 16)

- a) Recent Committee meeting minutes - Professional Standards and Integrity Committee (Pages 17 - 22)

To note the draft public minutes of the Professional Standards and Integrity Committee on the 7 November 2023

- b) Recent committee meeting minutes - Economic Crime and Cyber Crime Committee (Pages 23 - 28)

To note the draft public minutes from the Economic Crime and Cybercrime Committee on the 9 November 2023.

- c) Recent committee meeting minutes - Strategic Planning and Performance Committee (Pages 29 - 34)

To note the draft public minutes of the Strategic Planning and Performance Committee on the 13 November 2023.

- d) Previous minutes - Resource Risk and Estates Committee 27/11/23 (Pages 35 - 40)

To note the draft public minutes of the Resource Risk and Estates Committee on the 27 November 2023.

5. **CHAIR'S PUBLIC UPDATE**
The Chair to be heard.

For Discussion
(Pages 41 - 44)
6. **COMMISSIONER'S PUBLIC UPDATE**
Report of the Commissioner.

For Discussion
(Pages 45 - 48)
7. **DRAFT REFRESHED POLICING PLAN 2024-2025**
Report of the Commissioner

For Discussion
(Pages 49 - 96)
8. **Q2 CAPITAL AND REVENUE BUDGET MONITORING 2023-2024**
A report of the Commissioner.

For Decision
(Pages 97 - 134)
9. **INTERIM UPDATE ON SPECIAL CONSTABULARY**
A report of the Commissioner.

For Discussion
(Pages 135 - 142)
10. **COMMUNITY SAFETY ACCREDITATION SCHEME, BYELAWS AND PARKGUARD CONTRACT UPDATE**
Report of the Commissioner.

For Decision
(Pages 143 - 156)
11. **BARBICAN CCTV UPDATE**
Report of the Commissioner

For Decision
(Pages 157 - 170)
12. **CITY OF LONDON POLICE RISK REGISTER**
Report of the Commissioner.

For Discussion
(Pages 171 - 182)

13. **SERIOUS VIOLENCE DUTY STRATEGY**

Report of the Commissioner.

For Discussion
(Pages 183 - 198)

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

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

16. **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

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the Police Authority Board meeting held on 22 November 2023.

For Decision
(Pages 199 - 202)

- a) Previous non public minutes - Professional Standards and Integrity Committee (Pages 203 - 204)

To note the draft non public minutes of the Professional Standards and Integrity Committee on the 7 November 2023.
- b) Previous non public minutes Economic Crime and Cyber Crime Committee (Pages 205 - 206)

To note the draft non-public minutes from the Economic Crime and Cybercrime Committee on the 9 November 2023.
- c) Previous non public minutes Resource Risk and Estates Committee (Pages 207 - 208)

To note the draft non public minutes from the Resource Risk and Estates Committee on the 27 November 2023.

18. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Discussion
(Pages 209 - 210)

19. **CHAIR'S NON-PUBLIC UPDATE**

The Chair to be heard.

For Discussion

20. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Discussion

21. **MTFP UPDATE INCLUDING RESERVES POLICY AND PRE-SETTLEMENT BUDGET ENVELOPE 2024-2025**

Joint report of the Commissioner of Police and Police Authority Treasurer

For Discussion
(Pages 211 - 230)

22. **SECURITY REPORT: INFORMATION SECURITY (DEEP DIVE)**

Report of the Commissioner.

For Discussion
(Pages 231 - 236)

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

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

25. **RISK REGISTER UPDATE - APPENDICES**

Non-public appendices to be read in conjunction with item 12.

For Discussion
(Pages 237 - 292)

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CITY OF LONDON POLICE AUTHORITY BOARD Wednesday, 22 November 2023

Minutes of the meeting of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 22 November 2023 at 11.00 am

Present

Members:

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chair)
Alderman Timothy Hailes
Helen Fentimen
Graham Packham
Deborah Oliver
Dawn Wright
Andrew Lentin
Melissa Collett (external member)
Michael Mitchell (external member)

Officers:

Ian Thomas - Town Clerk
Polly Dunn - Town Clerk's Department
Richard Riley - Director of the City of London Police Authority
Greg Moore - Town Clerk's Department

City of London Police:

Peter O'Doherty - T/ Commissioner
Paul Betts - Assistant Commissioner
Umer Khan - City of London Police
Alix Newbold - City of London Police
Chris Bell - City of London Police
Sanjay Andersen - City of London Police
Martin O'Regan - City of London Police
Oliver Shaw - City of London Police
Hayley Williams - City of London Police

1. APOLOGIES

Apologies were received from, Munsur Ali, Nicholas Bensted-Smith and Sir Craig Mackey

The Chair noted that officers from Mayors Office for Policing and Crime (MOPAC) would be observing this meeting.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that - the minutes of the meeting held on 25 October 2023 be approved, as an accurate record, subject to a point of accuracy under the Apologies relating to the mistype of the name of an observer at the meeting. The Chair also noted that the scheduled meeting with the Home Secretary mentioned under the Chair's public update has been postponed due to the Cabinet reshuffle. A meeting with the new Home Secretary is to be arranged.

4. **OUTSTANDING REFERENCES**

The Board received a report of the Town Clerk, which set out Outstanding References from previous meetings of the Committee and noted the following:

- An officer outlined that Martyn's Law legislation currently remains with Parliament. Officers have continued to engage with City businesses likely to be affected by this legislation. Timescales for its Parliamentary introduction, and implementation, are yet to be determined. The Chair requested visibility of the engagement sessions to share with Members for awareness.
- A report on the evaluation of the Cycle Squad trial will be shared with the Police Authority Board in January 2024.

RESOLVED, that - the report be noted.

5. **MINUTES FROM RECENT COMMITTEE MEETINGS**

There were no draft minutes since the last meeting of the Board.

6. **CHAIR'S PUBLIC UPDATE**

The Board received the Chair's update, noting particularly the Chair's thanks for work of the City of London Police during the week of the Lord Mayor's Show, Remembrance Sunday and the Lord Mayor's Banquet, over a weekend with significant protests relating the conflicts in the Middle East.

The Chair noted Royal Assent for the Online Safety Act and the Economic Crime and Corporate Transparency Act. The Chair requested that the Economic and Cyber Crime Committee should look at how these new provisions will be implemented.

RESOLVED, that – the report be noted.

7. **COMMISSIONER'S UPDATE**

The Board received the Commissioner's update and noted thanks from the Commissioner to officers and staff for their work at recent events.

The Commissioner noted White Ribbon Day on the 25 November 2023 to be followed by 16 days of activity. The Commissioner – and Police Authority Chair – were pleased that the City Police had been White Ribbon accredited. Two champions and six ambassadors have been appointed to support this campaign.

The Commissioner noted the work of the Economic and Cyber Crime Academy in implementing the Fraud Investigation Model across UK policing.

During the discussion and questions on other matters, the following points were noted:

- 80% of fraud investigations taken on within the City of London Police are investigated and taken to court within two years. This can be reduced further with the assistance of improved technology and reporting automation, however the throughput of cases through the court system is currently out of the control of the City of London Police
- National Fraud Week 2023 was successful, and it was agreed that more could be done in future using social media platforms to signal and label this work.
- The City of London Police Authority Board had commissioned a new Victims strategy. The Deputy Chair and Chair requested urgency in the delivery of the Strategy, with a publication ambition of April 2024. A draft of the strategy will be shared with the Board in the New Year.

RESOLVED, that – the report be noted.

8. NATIONAL LEAD FORCE

The Chair suggested that item 8 be discussed with the Commissioner's update.

9. INDEPENDENT ADVISORY & SCRUTINY- UPDATE ON NEW ARRANGEMENTS

The Board received a report of the Commissioner which provided an update of the new arrangements of the Independent Advisory and Scrutiny Group (IASG). A commitment was made to bolster this relationship and to continue to support this engagement. Progress was noted regarding clearer engagement structures between the IASG and the Force. Areas of required improvement were noted, including the process supporting the review of stop and search data and body worn video. Challenges were noted around the vetting of members of the IASG.

During the discussion, the following points were noted:

- Improved clarity on the roles, responsibilities and outcomes for this group is required. This review and refresh will include the new executive members once they are recruited.
- There has been some turnover of members of the IASG, and some succession planning would be beneficial along with a rolling programme of refreshing this membership. It was suggested that some outreach to residents and businesses in the City would be important to ensure successful representation. Measurable key performance indicators would be helpful in evidencing the reach of the group.
- The Youth IASG is established and will adopt the learning from this work.

RESOLVED, that – the report be noted.

10. NOTIFIABLE ASSOCIATIONS UPDATE

The Board received a report of the Commissioner which provided an update on the City of London Police's Notifiable Associations Policy. The policy was considered by the Professional Standards and Integrity Committee (PSIC) in May and November 2023. The Chief Officer team indicated that, going forward, they were content to make public any disclosures they make about membership of relevant groups to the public session of the Professional Standards and Integrity Committee.

During the discussion, the following points were noted:

- The Town Clerk and Director of the Police Authority Board were asked to review the register of interests process for external members of the Board.

RESOLVED, that – the report be noted.

11. QUARTERLY EQUALITY AND INCLUSION UPDATE

The Board received a report of the Commissioner which provided an update regarding Equality & Inclusion (E&I) activity.

During the discussion, the following points were noted:

- A Member, also the Chairman of the Professional Standards and Integrity Committee thanked officers, noted a very high standard of work in this area, and noted the desire of the Committee to see measurable indicators of success for this strategy.
- The Chair and the Town Clerk expressed their thanks to the Force for gaining the White Ribbon accreditation and felt tackling violence against women and girls should be a priority for the force year-round.

RESOLVED, that – the report be noted.

12. QUARTERLY COMMUNITY ENGAGEMENT UPDATE

The Board received a report of the Commissioner which provided an update on community engagement by the City of London Police.

During the discussion the following points were noted:

- This report was seen by the Strategic Planning and Performance Committee, which led to consideration for how community engagement is undertaken in the future.
- It was noted that Cluster Panels are not reaching all groups in the community and require format improvement.

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

- a) Vision Zero Plan 2023 – 2028**

The Board considered a report of the Executive Director Environment concerning the Vision Zero Plan 2023 - 2028. The Plan had been revised following previous Member input. It had been considered and approved by the Planning and Transportation Committee on 21 November 2023.

During the discussion the following points were noted

- There was an opportunity during what was Road Safety Week to make an announcement on the Vision Zero plan, but this was subject to Members agreement to the revised approach set out in the Plan.
- Concerns were expressed about taking decisions on initiatives when there was uncertainty over the funding of them.
- While the Vision Zero Plan encompassed more than just City Police, it was likely that there would be implications in the Plan for policing budgets – e.g., to fund the continuation of the cycle squad, if Chief Officers decided to move forward with this scheme.
- The Chair recognised that funding commitments needed to be resolved by other relevant committees and recognised the concerns of Members relating to announcing an initiative without secured funding for it. The Chair clarified that if there are additional asks on the City Police as a result of the Plan, then additional resources would have to be found from elsewhere in the Corporation.
- Following discussion, and with the support of the majority of Members, the Chair proposed to defer the decision on the Vision Zero Plan at this time.

RESOLVED, that – this decision be deferred until further clarification around funding requirements are received.

Under Standing Order 38 (1) Deputy Graham Packham wished to record his dissent from the majority decision.

12.53 – Pursuant to Standing Order 40, Members agreed to extend the meeting until such a time that the remaining business of the Board had been concluded.

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 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.

16. NON-PUBLIC MINUTES

RESOLVED, that - the non-public minutes of the meeting held on 25 October 2023, be approved as an accurate record.

17. NON-PUBLIC OUTSTANDING REFERENCES

RESOLVED, that – the report be noted.

18. NON-PUBLIC MINUTES FROM RECENT COMMITTEE MEETINGS

There were no draft non-public minutes since the last meeting.

19. **CHAIR'S NON-PUBLIC UPDATE**

There was no update for the Board.

20. **COMMISSIONER'S UPDATE**

The Board received a report of the Commissioner regarding an update on the Force's activities.

21. **FRAUD AND CYBER CRIME REPORTING ANALYSIS SYSTEM (FCCRAS)**

The Board received a report of the Commissioner providing an update on the progress on the introduction of the new Fraud and Cyber Crime reporting and analysis service.

22. **NATIONAL LEAD FORCE**

This item was taken under item 20 as part of the Commissioner's update. There was nothing further to report.

23. **NATIONAL POLICING STRATEGY FOR FRAUD, ECONOMIC AND CYBER CRIME 2023-2028**

The Board received a report providing an outline of the National Policing Strategy for Fraud Economic and Cyber Crime 2023 – 2028.

24. **STRATEGIC COMMUNICATIONS AND ENGAGEMENT PLAN FOR ECONOMIC AND CYBER CRIME**

The Board received a presentation outlining the strategic communications and engagement plan for economic and cybercrime.

25. **GUILDHALL YARD EAST DECANT**

Members received a report of the City Surveyor regarding the Guildhall Yard East Decant.

26. **SALISBURY SQUARE DEVELOPMENT**

Members received a report of the City Surveyor regarding the Salisbury Square Development.

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

There were no questions.

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

There were no items of urgent business.

The meeting ended at 13:43

Chairman

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City of London Police Authority Board – Public Outstanding References

2/2023/P	Item 4 Outstanding References	The Chair of PAB asked for clarity on the process to be followed for reviewing whether an extension of CCTV on the Barbican residential estate was appropriate.	Director of the Police Authority	Complete- Report on agenda.
4/2023/P	Item 16 Protect Duty (Martyn's Law) Update	It was confirmed that a once full details of the Force and Corporation's responsibilities under Protect Duty were confirmed a detailed plan would be provided on how best to resource and delivery these responsibilities.	Commissioner/ Director of Police Authority	In Progress- At 24 th May PAB the PA Director assured the Board that preparatory work is in progress and an update will follow later in the year. On Tuesday 2 May 2023, the Government published the draft Terrorism (Protection of Premises) Bill , also known as Martyn's Law, for pre-legislative scrutiny by the Home Affairs Select Committee.
7/2023/P	Item 10 Vision Zero Plan 2023 – 2028	Following the Board's discussion on the importance of education on traffic regulation the Chair requested that Officers complete the review of relevant byelaws and how they were enforced in practice.	Police Authority/ Comptroller and City Solicitor	Complete- Report on agenda.
8/2023/P	Item 7 Commissioner's Update	The Chair requested that once the Force had conducted any post implementation review of the special constabulary in the autumn, an update be provided to a future meeting of the Board	Commissioner	In Progress- An interim update on the Special Constabulary re-structure is on the agenda. A full PIR will be brought to the March 2024 PAB as agreed.

		to assess the impact of the reorganisation.		
11/2023/P	20 September- Item 8 Community safety patrolling and delegation of CSAS powers	The Police Authority Director and Executive Director of Community & Children's Services agreed to address issues raised by some Members regarding the Parkguard contract and clarity on powers in a re-draft of the report.	Police Authority Director and Executive Director of Community & Children's Services	Complete- Report on agenda.
12/2023/P	25 October: Item 8- Commissioner's Update	Cycle Squad and the evidence base from the 12-week trial would be presented to the next meeting of the Board.	Commissioner	In progress- this is being presented to the CoLP Chief Officer Team on the 15 th December and will be submitted to the January 10th PAB meeting.
14/2023/P	25 October - Item 11 NHP Strategy	The Chair asked for a report in respect of re-invigorating the cluster meetings and the communications supporting them.	PA Director/ Commissioner	In Progress- Due at February 2024 PAB. This has been tasked out to Strategic Development and Local Policing and the CoLP COO has liaised with PA Director.

PROFESSIONAL STANDARDS & INTEGRITY (POLICE) COMMITTEE Tuesday, 7 November 2023

Minutes of the meeting of the Professional Standards & Integrity (Police) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 7 November 2023 at 11.00 am

Present

Members:

Michael Mitchell (Chair)
Deborah Oliver
Tijs Broeke
Jason Groves
Florence Keelson-Anfu
Naresh Hari Sonpar

Officers:

Richard Riley	- Police Authority Director
Charles Smart	- Police Authority
Rachel Waldron	- Police Authority
Ben Dunleavy	- Town Clerk's Department

City of London Police

Paul Betts	- Assistant Commissioner
Sanjay Andersen	- City of London Police
Neal Donohoe	- City of London Police
William Duffy	- City of London Police
Carly Humphreys	- City of London Police
Kate MacLoed	- City of London Police
Hayley Williams	- City of London Police

1. **APOLOGIES**

Apologies for absence were received from the Deputy Chair, Nick Bensted-Smith and Deputy James Thomson.

Helen Fentiman and Joanna Abeyie observed the meeting virtually.

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

There were no declarations.

3. **MINUTES**

Tijs Broeke noted that his apologies for the last meeting were not included on the minutes.

Following this amendment, the public minutes and non-public summary of the meeting held on 15 September 2023 were approved as a correct record.

4. **REFERENCES**

Members received a joint report of the Town Clerk and the Commissioner.

RESOLVED, that – the report be received and its contents noted.

5. **ACTION FRAUD STATISTICS – QUARTER 2 1 JULY 2023 - 30 SEPT 2023**

Members received a report of the Commissioner concerning statistics on action fraud dissatisfaction.

During discussion, the following points were noted:

- A Member requested that future reports include more information on the trends over time;
- At the request of a Member, officers undertook to arrange a background briefing note on the thresholds under which fraud investigations would not be taken forward;
- The Chair asked Members to consider whether the Committee was the appropriate forum in which to discuss the dissatisfaction data for Aciton Fraud, with a Member noting that it used to focus on the handling of complaints around Action Fraud.

RESOLVED, that – the report be received and its contents noted.

6. **NOTIFIABLE ASSOCIATIONS - UPDATE**

Members received a report of the Commissioner concerning notifiable associations.

Members welcomed the work done by the City of London Police to increase their transparency regarding notifiable associations. They asked officers to consider ways in which this could be developed, including reporting annually to the Committee. In reply, the Assistant Commissioner undertook to consult further with his Chief Officer team to agree a way forward.

In response to a question from a Member, the Town Clerk confirmed that registers of interests for External Members of City of London Corporation Committees, including those serving on the City of London Police Authority Board and its sub-committees, should be publicly available.

RESOLVED, that – the report be received and its contents noted.

7. **QUARTERLY EQUALITY AND INCLUSION UPDATE**

Members received a report of the Commissioner concerning equality and inclusion.

Members congratulated officers for the progress demonstrated in the report.

Officers undertook to share a list of forthcoming events with Members should they wish to attend.

Members noted that officers aimed to have a one-page dashboard capturing the key points on evaluation and reporting, and the Chair requested that this be ready for the Committee's February meeting.

RESOLVED, that – the report be received and its contents noted.

8. **PROPOSED EQUITY, DIVERSITY & INCLUSION STRATEGY FOR THE CITY OF LONDON POLICE (2024-2027)**

Members received a report of the Commissioner concerning the City of London Police's Equity, Diversity and Inclusion Strategy.

It was strongly felt by Members that the proposed Strategy would benefit from greater scrutiny and input before it was submitted for final approval. Officers agreed that there was more work to do on the Strategy. They would return to the Committee with a further draft at its meeting in February 2024, before it was presented to the Board. The Chair, noting the resource implications, requested that officers use this time to specifically consider what problems the Strategy was aiming to address.

During discussion, Members considered how the Strategy represented the populations of London. Some Members felt that it should reflect London as a whole, while others felt that it should address the distinct needs of the population of the Square Mile i.e the City's 650,000 worker population, and its resident community.

A Member suggested that officers should use the Strategy as a chance to connect with the staff networks of employers in the City, which they felt would help in reaching an integrated model and enhancing community engagement. The City Belonging project was highlighted as a useful partner.

A Member asked that the Strategy acknowledge the context of the Casey Review.

RESOLVED, that – the report be received and its contents noted.

9. **INDEPENDENT ADVISORY & SCRUTINY- UPDATE ON NEW ARRANGEMENTS**

Members received a report of the Commissioner concerning arrangements for independent advisory and scrutiny groups.

A Member expressed their concern at vetting delays for new members of the groups. In reply, officers acknowledged that there could be delays in the vetting process, particularly if something had come up during the due diligence checks as part of the vetting and undertook to raise it at a future meeting of the groups in order to manage expectations.

Members sought assurance that the groups would not lose experience due to the three Members whose terms were coming to an end. Officers confirmed that one of the Members would be standing for re-election.

Members suggested that the City Belonging network and the City Corporation's family of schools could be helpful in recruiting to the Independent Advisory and Scrutiny Groups and the Young Independent Advisory Group.

RESOLVED, that – the report be received and its contents noted.

10. **Q2 STOP AND SEARCH AND USE OF FORCE 2023-24**

Members received a report of the Commissioner concerning stop and search and use of force.

The Chair requested that officers return with an analysis of whether stop and search training had led to more positive responses.

RESOLVED, that – the report be received and its contents noted.

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

There were no questions.

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

There was no urgent business.

13. **EXCLUSION OF THE PUBLIC**

14. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 15 September 2023 were approved as a correct record.

15. **PROFESSIONAL STANDARDS STATISTICS - QUARTER 2 - 1 JULY 2023 - 30 SEPT 2023**

Members received a report of the Commissioner concerning professional standards.

The meeting was extended under Standing Order 40.

16. **MISCONDUCT CASES- DIP SAMPLES**

Members received a report of the Commissioner concerning misconduct.

17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions in the non-public session.

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

There was no urgent business in the non-public session.

The meeting ended at 1.08 pm

Chairman

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**ECONOMIC AND CYBER CRIME COMMITTEE OF THE CITY OF LONDON
POLICE AUTHORITY BOARD
Thursday, 9 November 2023**

Minutes of the meeting of the Economic and Cyber Crime Committee of the City of London Police Authority Board held at the Aldermens' Court - Mezzanine West Wing, Guildhall on Thursday, 9 November 2023 at 10.00 am

Present

Members:

Deputy James Thomson (Chair)
Alderman Professor Emma Edhem
Dawn Wright
Graham Packham
James Tumbridge
Sir Craig Mackey
Andrew Lentin
Nicholas Bensted-Smith
Michael Landau
Jason Groves
Deputy Madush Gupta
Naresh Hari Sonpar

Officers:

Oliver Bolton	- City of London Police
Hayley Williams	- Chief of Staff, City of London Police
Richard Riley	- City of London Police
Jayne Moore	- Town Clerk's Department
Josef Shadwell	- City of London Police
Peter O'Doherty	- City of London Police
Elly Savill	- Innovation & Growth
Lucy Cumming	- City of London Police
Chris Bell	- City of London Police

1. APOLOGIES

There were no apologies.
Tijs Broeke observed the meeting remotely.

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

There were no declarations.

3. MINUTES

RESOLVED, That the minutes of the meeting of 08 September 2023 be approved as an accurate record of the proceedings.

4. **OUTSTANDING ACTIONS**

The Committee received the report of the Clerk, and noted that dates for Cyber Griffin sessions were expected to be arranged in the new year.

5. **Q2 NATIONAL LEAD FORCE PERFORMANCE**

The Committee received the report of the Commissioner, noting in particular the five outcomes.

The following questions were asked:

1. Social media companies are required to confirm receipt of CoLP notifications, but what do they do upon receipt of those notifications, and what is CoLP plan for making the most of recent legislation?
2. Will benchmarks be more ambitious in the future?
3. Will the 2023 training course provision match that of 2022?
4. On disrupting fraudsters, what are the implications of not all forces having the Atlas capability?
5. Will the new system incorporate measurement of its impact?
6. What measures will be taken to ensure that staff are properly trained on the new system?
7. Are there greater opportunities to recover assets?
8. Is the CoLP charging enough for the Economic Crime Academy courses, given the capital investment being made?

On question 1, Members noted that the Online Safety Act 2023 set out penalties imposed by Ofcom for social media entities that did not comply with crime disruption notifications, and that CoLP was expected to be part of the solution in monitoring cases resulting in disruption of OCGs. The meeting heard that ambassadorial or influencer roles were being considered to raise the profile of the work being done by CoLP (as well as Police Officers and staff), alongside Home Office initiatives around fraud and cyber crime prevention including TV campaigns and TV drama storylines as part of a broader communications strategy. Members commented on the importance of rolling out a communications strategy in a timely manner, commenting also on the opportunities available to the CoLP following recent legislation (the Online Safety Act 2023 and the Economic Crime and Corporate Transparency Act 2023), and heard that (among the responses to that legislation) disruption initiatives would be shared with relevant platforms and that data relating to online crime would be captured and shared more systematically to encompass enhanced asset recovery capabilities. Powers conferred upon the CoLP by that legislation is being mapped across the force, including data-sharing with appropriate entities including private-sector entities – a more wide-ranging update on that is expected to be delivered to the Committee at a later date.

On question 2, Members noted that some metrics still needed to be improved, noting in particular worsening abandoned call figures and the need to further disrupt organised crime groups (OCGs). Members also noted rising satisfaction levels, and heard that metrics were being carefully considered on an ongoing basis including call handling times and question sets (including the use of data

to determine questions), as well as working with relevant charities to optimise victim interactions and further enhance future satisfaction outcomes.

On question 3, targets were expected to be reached by the end of 2023.

On question 4, the meeting heard that most forces had Atlas capability and that forces without that capability were being encouraged to train staff on it. The latest date by which all forces are expected to be on the platform is April 2024, and the data extraction mechanism is expected to be automated beyond that date.

On question 5, the meeting heard that legacy KPIs were going to be tracked alongside new measures.

On question 6, Members heard that staff were being encouraged to continue their employment where appropriate, and that training would be written and monitored by the CoLP (though the staff would be employed by Capita).

On question 7, the meeting noted that asset recovery teams at CoLP were boosting capability alongside nationwide initiatives, recruitment is currently under way for an asset recovery support unit to assist operational officers with seizures being invested back into recovery schemes wherever possible. A Member commented that there were frequently difficulties in gaining speedy access to the proceeds of crimes before those proceeds were moved away from the UK, and asked whether the CoLP was taking that into consideration. The meeting heard that it was now easier to engage in civil seizure and recovery, and that recent legislative changes had made it easier to seize illegally acquired cryptocurrency, noting the significant complexities around cryptocurrency acquisition.

On question 8, the charges are constantly under review, the intention being partly to invest in developing new courses.

Members noted that a new contact centre was expected to be launched in 2024, and that staff numbers were being managed to ensure that the new contact centre would meet its performance targets. Members commented that budgetary constraints needed to be weighed against anticipated performance levels to ensure value for money.

A Member commented that the graph labelled 'average speed of answer' might be better described as 'call waiting time', and that the 'Safeguarding Escalations' graph was difficult to interpret.

The Committee noted that issues with one of the suppliers for the new reporting system would be discussed in the non-public part of the meeting given the sensitivities of the details of the financial matters to be scrutinised.

A Member commented that 'disruptions' encompassed a wide range of interventions and suggested that the term 'dismantle' should be included for greater clarification.

The Committee thanked the CoLP for their dedication and work in the overall improvement in performance.

6. NATIONAL LEAD FORCE AND CYBER UPDATE

The Committee noted that there was merit in seeking external advice particularly in the light of a potential change of government, noting also the benefits of investing in capability within the force.

The Committee noted the report of the Commissioner on key activities delivered as part of the National Lead Force Plan including:

- Economic Crime Briefing 2023 on 19 October 2023 bringing together police forces from across the country to discuss how fraud and cyber-crime can be tackled on a local, regional and national level;
- Some good cross border work from the operational units;
- One of the biggest and most complex Fraud Operations convictions ever achieved; and
- Effective communications campaigns.

7. Q2 CYBER GRIFFIN PERFORMANCE UPDATE

The Committee noted the report of the Commissioner, setting out Cyber Griffin's performance in Q2, noting also that performance forecasting for Q3 suggests the programme will remain on course for a record-setting year.

On cyber-crime capability assessments , a Member asked whether timescales could be more precise – further information was circulated soon after the meeting.

A Member commented that R&D and technology costs should be taken into account over and above costs such as staffing and premises, commenting also that charges should take into account forward development. The meeting heard that Cyber Griffin delivered on national products developed by national cyber security entities as part of a national offer – various funding models were being carefully considered to ensure timely roll-out and delivery taking into account the reach of the initiative, and funding stability.

8. INNOVATION & GROWTH - UPDATE OF CYBER & ECONOMIC CRIME RELATED ACTIVITIES

Report of the Executive Director of Innovation & Growth, noting that the core objective of Innovation & Growth (IG) is to strengthen the UK's competitiveness as the world's leading global hub for financial and professional services (FPS).

The Committee recommended a further Cyber Innovation Challenge event and asked for clarification on the planning timetable. The meeting heard that plans were expected to get under way by the end of 2023 ahead of the next event, noting that an update on plans would be provided to the CoL Police Authority Board during 2023.

Members noted the tech failings of the Challenge event, noting that steps would be taken to ensure these would not happen again.

9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.
11. **EXCLUSION OF THE PUBLIC**
RESOLVED, That under section 100(A) of the Local Government Act 1972, the public be excluded from the remainder of the meeting on the grounds that the remaining items involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972.
12. **NON-PUBLIC MINUTES**
RESOLVED, That the non-public minutes of the meeting of 08 September 2023 are an accurate record of the proceedings.
13. **STRATEGIC COMMUNICATIONS AND ENGAGEMENT PLAN FOR ECONOMIC AND CYBER CRIME**
The Committee noted the report of the Commissioner outlining upcoming events and opportunities over the next 12 months to land key messages supporting the work of the City of London Police as national policing lead for economic and cyber crime.
14. **NATIONAL POLICING STRATEGY FOR FRAUD, ECONOMIC AND CYBER CRIME**
The Committee received the report of the Commissioner setting out the National Policing Strategy for Fraud, Economic and Cyber Crime 2023-2028.
15. **USA AND WEST AFRICA VISITS**
The Committee received the report of the Commissioner on recent visits undertaken by Officers from the City of London Police National Lead Force for Economic Crime to the United States of America and West Africa, whose purpose was to promote and cultivate relationships to drive operational activity and to share good practice in the investigation of Economic and Cyber Crime.
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

The meeting ended at 12.10 pm

Chairman

Contact Officer: Jayne Moore
Jayne.Moore@cityoflondon.gov.uk

STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE Monday, 13 November 2023

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee
held at on Monday, 13 November 2023 at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Deborah Oliver
Deputy James Thomson
Helen Fentimen
John Griffiths
Melissa Collett (External Member)
Moawia Bin-Sufyan (External Member)
Adrian Hanstock (External Member)

Officers:

Paul Betts	- Assistant Commissioner
Umer Khan	- City of London Police
Alix Newbold	- City of London Police
Amanda Horsburgh	- City of London Police
Oliver Shaw	- City of London Police
Carly Humphreys	- City of London Police
Claire Flinter	- City of London Police
Hayley Williams	- City of London Police
Richard Riley	- Director of the City of London Police Authority (Town Clerk's Department)
Charles Smart	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from Alderman Tim Hailes. Andrew Lentin, and Munsur Ali also issued apologies and were observing the meeting online.

The Chair welcomed the new clerk to the City Corporation.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that the public minutes and non public summary of the meeting held on 5 September 2023, be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

Members received a joint report of the Commissioner and the Town Clerk regarding the Committee's outstanding references.

RESOLVED, that the report be noted.

5. **CITY OF LONDON POLICE – POLICING PLAN 2022-25- ANNUAL REFRESH 2024-25**

Members received a report of the Commissioner regarding the 2024 City of London Policing Plan Annual Refresh (2022-25).

Members were advised that consultation was taking place through Cluster Panels and an online survey. Weight would also be given to Member's feedback as representatives of their constituents and communities. Results had been received but these were being analysed and would come forward to the next meeting as part of this report update.

Members discussed the need to ensure that the Victim Strategy was sufficiently prioritised within the Policing Plan. This was considered critical.

In relation to the Youth Independent Advisory and Scrutiny Group (IASG), a Member offered to provide introductions with the Partnership for Young London.

In a discussion specifically on Cluster Panels, it was commented that they had recently been poorly attended and questions raised as to their effectiveness. In response, it was suggested that invitations go to attendees with more notice. Other online platforms may prove useful alternatives for consultation and advertising.

It was proposed that additional focus be put onto professional development, health and wellbeing of staff.

A question was raised as to whether actions arising in response to the Baroness Casey Review would feature in the refreshed Plan. It was noted the recommendations from the Casey Review had been reported separately to the Professional Standards and Integrity Committee.

In conclusion, Members asked that the Commissioner to also start considering proposals for the next three-year Plan (from 2025).

RESOLVED, that the report be noted.

6. **QUARTERLY HMICFRS INSPECTIONS UPDATE**

Members received a report of the Commissioner regarding the Force's ongoing response to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services inspection.

It was noted that, having prioritised resources, the Force was making good progress against the historic required actions. Following a question, the

Commissioner provided assurances that sufficient resource was also being invested into preparing for future inspections, to avoid scoring poorly in future.

It was noted that some actions will have been superseded by other projects and Operations. For example, Covid-19 related actions were, where appropriate, written-off. There were, however, lessons learned in these cases.

A specific question was raised with respect to the unannounced custody inspections and Independent Custody Visiting Association (ICVA). In preparation, internal reviews had been undertaken and whilst the current Policing Estate presented some challenges, it would improve once the new purpose-built development had completed.

RESOLVED, that the report be noted.

7. Q2 POLICING PLAN PERFORMANCE 23-24

Members received a report of the Commissioner regarding the Quarter 2 Policing Plan Performance for 2023-24.

Members reflected positively on the success of the Cycle Team trial and the Commissioner confirmed a review into its effectiveness was ongoing.

The return of Anti-Social Behaviour levels to pre-pandemic levels drew attention and the Commissioner confirmed this was in direct correlation to increased footfall in the Square Mile. It was remarked that there was an increase in the Night-Time Economy anticipated as a result of the City Corporation's Destination City Campaign.

Before Covid-19 the uptick in crime could be associated with the cut in officer numbers. Following the uplift, however, this was not considered to be the cause and Members stressed the need to ensure the upward trends ceased.

The Commissioner reflected that there had been an increase in crime nationally. It was recognised that there were a number of societal impacts that the Force could influence, but not control. In response, the Force were ensuring response through deployability. Operations, such as Operation Reframe and Operation Niven, were also having a positive impact. The data would continue to be monitored.

The crime hotspots centred on transport hubs into the City. It was confirmed that the Force worked with the Metropolitan Police and British Transport Police but noted that many offenders were coming in from outside London. The Force shared data to help understand perpetrator profiles and made referrals to relevant boroughs.

A Member articulated the need to ensure a diverse workforce and the Commissioner agreed and confirmed positive action was being taken and the issue remained a constant focus of the Force's leadership.

Members sought more information on the ongoing support given to victims of violent crime, particularly when there was a long period of time taken to get to trial. Victim Services, a group of dedicated officers, worked with a series of partners to ensure victim support throughout this period.

It was requested that the Force publicise actions taken in response to Violence Against Women and Girls, in the lead up to Christmas. It was noted that the City of London Police were planning to be White Ribbon accredited ahead of White Ribbon Day (25 November 2023).

With regard to fraud outcomes, it was remarked that the Force was in a positive position, and this deserved recognition and should be celebrated.

A Member asked to see more goals and outcomes.

There was a discussion on Operation Mayfield, the policing operation response to the ongoing conflict in the Middle East and how it impacted the City. Members indicated a desire to be updated on the position regarding hate crime incidents in the City.

RESOLVED, that the report be noted.

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

Members received a report of the Commissioner regarding an update on the Force's Community Engagement activity for the last Quarter.

More data was required to track impact and measure outcomes quantitatively.

It was suggested that an increased visible presence of the Police at existing City events (e.g. Wardmotes), alongside increase social media activity, may bolster ongoing Local Policing community engagement. It was also proposed that the Force work with the Head of Community Engagement at the City of London Corporation to take advantage of existing opportunities for community engagement, bringing forward topic-specific matters.

RESOLVED, that the report be noted.

9. **CITY OF LONDON POLICE STAFF SURVEY- QUESTION 4.1 UPDATE**

Members received a report of the Commissioner regarding the City of London Police Staff Survey and a specific update in response to whether the City of London Police was a psychologically and emotionally healthy place to work.

Members called on the Force to ensure their workforce, at all levels, was representative of the area it served, noting that those in minority groups were often the ones who felt least supported. The survey parameters and data set allowed leadership to see the groups most significantly impacted. An assessment of this would assist with more targeted action.

The Commissioner explained that external factors, principally the public's trust and confidence in policing, impacted how the workforce felt. Locally, the Force is doing well, but nationally this was a more challenging picture.

With regard to retention, and turnover of leaders, the Commissioner noted the benefits of upskilling and personal development but also recognised the impact on their teams. Regardless of these inevitable changes, the goals and values approach to management should be consistent.

RESOLVED, that the report be noted.

10. **CITY OF LONDON POLICE VULNERABILITY DEEP DIVE**

Members received a report of the Commissioner regarding the effectiveness of the City of London Police in identifying, supporting and safeguarding vulnerable people.

There was a question raised on the training provided to victims of Female Genital Mutilation (FGM) and honour-based violence and the Commissioner advised that work with partner organisations had been crucial in supporting this work. The wellbeing of Officers overseeing this work was also deemed critical.

On domestic abuse – the numbers reported were low because the residential population was low. The Force welcomed connections with business partners to help with those suffering from domestic abuse who may be working in, or visiting the City.

Members asked if there was enough being done to prevent and identify cases of Modern Slavery. An operational update was due to come forward in the coming year. It fell under the category of serious and organised crime and focus centred on children coming into the City; fraud; manual labour and cleaning workers.

It was considered critical that the City of London Corporation found sustainable funding for Mental Health Street Triage. In response to this it was suggested by a Member that an internal bid for increased mental health services had recently been turned down by the City Corporation.

There had been no significant rise in hate crimes reported since the conflict in Israel and Gaza. Whilst the number of hate crimes remained low, the Force did not wish to become complacent.

RESOLVED, that the report be noted.

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

There were no questions.

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

Thanks were extended to Paul Singh, who had recently resigned from the Committee.

Thanks were also issued to the Officers that supported the Lord Mayors Show, which took place the previous weekend.

13. **EXCLUSION OF THE PUBLIC**

The Chair confirmed with Members present that no debate was required on the item 13, the Non-Public minutes of the previous meeting. Consequently, the Committee was permitted to remain.

14. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 5 September 2023, be approved as an accurate record.

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

There were no questions.

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

There was no other business.

The meeting ended at 12.57 pm

Chairman

**Contact Officer: Polly Dunn
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RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Monday, 27 November 2023

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at
on Monday, 27 November 2023 at 2.00 pm

Present

Members:

Alderman Timothy Hailes (Chair)
Helen Fentimen
Michael Landau (External Member)
Andrew Lentin (External Member)

Officers:

Richard Riley - Police Authority Director
Polly Dunn - Town Clerk's Department
Alistair Cook - City of London Police Chief Finance Officer and Police Authority Treasurer

City of London Police

Paul Betts - Assistant Commissioner City of London Police
Alix Newbold - City of London Police
Mark Paddon - City of London Police
Sue Penn - City of London Police
Steven Reynolds - City of London Police
Gary Brailsford- Hart - City of London Police
Martin O'Regan - City of London Police
Hayley Williams - City of London Police

1. APOLOGIES

Apologies were received from Deputy James Thomson, Dawn Wright, Deputy Randall Anderson and Tijs Broeke.

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

There were no declarations.

3. MINUTES

RESOLVED – That, the public and non-public summary of the minutes of the meeting held on 6 September 2023 be agreed as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

The Committee received a report of the Commissioner and Town Clerk on the outstanding references from the previous meeting. There was one outstanding reference relating to the Force Risk Register which was covered in the non-public section of the meeting.

RESOLVED – That, the report be noted.

5. **CHIEF FINANCE OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO) UPDATE**

The Committee received a report of the Commissioner which provided an update on the main CFO and COO issues and areas of development from the last quarter.

During the discussion the following points were noted

- The Corporate Services review final model has been agreed. The Chair welcomed the constructive engagement with staff on this work.
- The Chair expressed the need for properly costed business cases, sequenced in a way that are deliverable and affordable in relation to City of London Police projects and programmes going forward. The absolute requirement for this was acknowledged by the City of London Police.

RESOLVED – That, the report be noted.

6. **Q2 CAPITAL AND REVENUE BUDGET MONITORING 2023-24**

The Committee received a report of the Commissioner of Police concerning the City of London Police's revenue and capital monitoring position at quarter two for 2023/24.

During the discussion the following points were noted

- The Chair noted the budget outcome as a consequence of the staff vacancy model, and the fundamental strategic issue this will present once these vacancies are filled.
- Members were assured that good progress is being made in areas of mitigations, including £5million worth of savings related mitigations.
- The committee was assured that the ambition is to recruit into all police vacancies.
- A member requested an outline of non-permanent savings, should the level of new officer intake be reduced in future years.
- The Chair and Members expressed concern that low spend is currently listed against numerous project lines, and questioned the confidence of officers that this spend will be achieved by the final quarter. Officers provided assurance that there is work being done to gain understanding of when these budget lines will be spent, and that future projects will have more robust financial plans to outline when costs will be incurred.
- A Member outlined the risk of losing any budget that remains unspent, and requested more detail to highlight the lines which are likely to be spent in the next quarter update.
- FCCRAS was noted as a significant challenge in terms of revenue and capital.

RESOLVED – That, the report be noted.

7. **Q2 WORKFORCE MONITORING REPORT- 2023-24**

The Committee received a report of the Commissioner of Police concerning the City of London Police Human Resources Monitoring Data for quarter two 2023-2024.

During the discussion the following points were noted

- The Chair expressed thanks for the improved dataset provided to the committee.
- Officers assured the Committee that confidence levels were relatively high that police officer recruitment goals will be achieved by March 2024, given the learning taken from the Police Uplift Programme. This is monitored monthly through the Force's People Board.
- Work is being undertaken to ensure the vetting capacity is able to meet the increased recruitment intake.
- A Member asked about diversity within the City of London Police Force in the context of other forces in the country. Officers are reconsidering the wording of job adverts and working with an external agency to address this within officer and staff recruitment. Officers are working with HR teams in other forces to identify good practice and share successes and strategies to impact these diversity levels.
- The Commissioner commented that whilst increasing diverse workforce representation in forces is not an issue across England and Wales outside of the Capital, it is a consistent issue in the London based Forces (CoLP, BTP, MPS)
- A member noted a correlation between high ethnicity diversity and low gender diversity and queried if this information could be shown highlighting each dataset separately in the next quarter update.

RESOLVED – That, the report be noted.

8. **CHANGE PORTFOLIO UPDATE - CITY OF LONDON POLICE**

A presentation was given to the Committee covering the vision of the Change Portfolio office within City of London Police.

During the discussion the following points were noted

- The Chair considered that recognising current deficiencies was a critical first step to fixing them. The Chair noted concerns about the capacity and capability to execute this plan and was keen to see how this work aligns with the Corporation review.
- A Member asked how structured updates on this work can be reported to the Board. It was agreed that this will be incorporated the CFO & COO joint report.

RESOLVED – That, the report be noted.

9. **RISK REGISTER UPDATE**

The Committee received a report of the Commissioner of Police concerning current profile of force risks.

During the discussion the following points were noted

- A Member questioned the risk level of not delivering the FCCRAS on time, an officer confirmed that this risk level will possibly be changed once formally confirmed by the FCCRAS Service Board and Procurement Committee.

RESOLVED – That, the report be noted.

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

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There were no items of urgent business.

12. EXCLUSION OF THE PUBLIC

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

13. NON-PUBLIC MINUTES

RESOLVED - That, the non-public minutes of the meeting held on 6 September 2023 be agreed as an accurate record.

14. POLICE MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE

The Committee received a report which outlined the medium-term financial plan of the City of London Police.

15. FUTURE ESTATE PORTFOLIO COMBINED DASHBOARD - NOVEMBER 2023

The Chair moved to consider this report in conjunction with items 16 and 17. The committee received reports which covered elements of the Police Estate.

16. SALISBURY SQUARE DEVELOPMENT - RIBA STAGE 5 UPDATE

Members received a report of the City Surveyor regarding the Salisbury Square Development.

17. GUILDHALL YARD EAST DECANT

Members received a report of the City Surveyor regarding the Guildhall Yard East Decant.

18. SECURITY REPORT: INFORMATION SECURITY (DEEP DIVE)

The Committee received a report which outlined a deep dive into information security within the City of London Police.

19. RISK REGISTER UPDATE - APPENDICES

Members received the non-public appendix, read in conjunction with item 9.

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

There were no questions.

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

There was no other business.

The meeting ended at 3.56pm

Chairman

Contact Officer: Kezia Barrass
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Committee(s): Police Authority Board	Dated: December 2023
Subject: Chair's Update	Public
Report of: James Thomson	For Information

City of London Police Race Action Plan launch

The national Police Race Action Plan (PRAP) was launched last year, designed to improve outcomes for Black people interacting with, or working within, policing. I was pleased to attend the launch, on 20 November, of the City of London Police's local Police Race Action Plan, hosted by the City Commissioner. Michael Mitchell was also present. We heard some thought-provoking and (constructively) challenging inputs from a range of speakers including Dr Angela Herbert MBE, retired Chief Superintendent Raj Kohli, Teddy Burton and the City of London Corporation Town Clerk, Ian Thomas.

The City of London Police is an "ice-breaker" PRAP force. The local plan represents a clear signal of intent, which I fully support. It goes to the shared ambition of the Police Authority Board and Chief Officer Team to make the City of London Police the most inclusive police service in the country. And the related desire to better tackle crime and improve trust and confidence in policing. I know that all those involved in putting together the excellent local plan are passionate about turning that plan into tangible actions and outcomes. The Professional Standards and Integrity Committee, under Michael Mitchell's chairmanship, will support and scrutinise delivery of it.

On a related point, we have begun to develop plans for marking Stephen Lawrence Day in 2024, following up the successful engagement event hosted in the Guildhall in April. I was inspired to see, at that event, the current generation of young people wanting to make a difference in society and discuss difficult issues like racial inequality, racism and misogyny. I want to build on this at the event next year.

White Ribbon

I was very pleased to see that the City Police obtained White Ribbon accreditation this year and as part of that a number of the Chief Officer Team and myself have become White Ribbon Ambassadors alongside the Town Clerk who had previously been accredited. It is an important signal of the determination, which I share, to eradicate violence against women and girls. I was happy to help raise awareness of the work the City Police is doing to protect women in the City - residents, workers and visitors – and to pursue offenders. And I was pleased to see that our new Lady Mayoress, Elisabeth Mainelli, joined officers on a 'Walk and Talk' to discuss and highlight issues affecting women in the City. Women and girls have an absolute right to feel and be safe. The City Police and Police Authority will continue to work tirelessly to make that the everyday reality in the City.

City of London Police Prevent Event

I attended a counter terrorism Prevent event on 20 November hosted by the City of London Police at Lloyds of London. It was an excellent event focussed on Prevent and was supported by a survivor from the 7/7 London bombings – now a serving City officer – and survivors from Fishmonger’s Hall and London Bridge attacks. Their experiences were very impactful. The survivor from Fishmongers’ Hall praised the support he had been given by the City of London Police.

Ministerial engagement

The City Commissioner and I wrote a joint letter to the Rt Hon James Cleverly MP following his appointment as Home Secretary. We set out some ideas about how the overall response to fraud, in particular, could be improved and invited him to visit the City to discuss these points further. Separately, following a discussion at the Conservative Party conference in October, the Minister of State for Crime, Policing and Fire (Rt Hon Chris Philp MP) has agreed to visit the City Police early next year.

APCC & NPCC Summit

I attended the annual APCC and NPCC Summit at the Queen Elizabeth Centre on 15 and 16 November. It was pleasing to note that the Policing Minister referenced fraud and a presentation on emerging trends highlighted the significant growth of fraud and computer misuse against a backdrop of overall reducing crime. Both the Home Secretary and Shadow Home Secretary made speeches that were very supportive of policing. The Shadow Home Secretary reiterated the Labour intention of an additional 13,000 officers. Participants noted that police uplift and pay settlements were having an adverse impact on staff numbers and the de-civilianisation of some roles.

Economic crime

I was encouraged to see the publication, on 30 November, of the Government’s Online Fraud Charter. It marks a significant step forward in the fight against online fraud. Effective public-private partnerships are vital if, collectively, we are to make a strategic impact on the fraud thread. And those companies signing the Charter are demonstrating a real commitment to detecting and blocking fraud and in empowering consumers to help prevent them becoming victims of fraudsters.

The City Commissioner and Police Authority Board Deputy Chair took part in a fraud roundtable on 29 November with Labour Party representatives, hosted by Lloyds Banking Group (LBG). This followed the similar LBG roundtable, at the Conservative Party conference this year, which I attended. The discussion centred around the scale and nature of the fraud problem and potential policy and operational solutions to it. I am encouraged that politicians across the political spectrum are showing an interest in tackling fraud, wider economic crime and cyber crime. Political will is vital in terms of improving the response to these threats.

Independent Custody Visitors

The Independent Custody Visitors Association (ICVA) announced on 29 November that the City's Independent Custody Visitors Scheme is assessed to be 'Code Compliant' when examined against the Association's Quality Assurance Framework (QAF). This means the City's scheme complies with the requirements of the ICV statutory Code of Practice. Undertaking the assessment process is not mandated, but it is an extremely useful exercise in terms of assessing the effectiveness of ICV schemes, and to identify best practice. My continued thanks go to all our ICV volunteers, and to Rachael Waldron in the Corporation's Police Authority Team for her able support to them.

I am pleased to hear that ICVs from the City Scheme met the Director of Police Estates and Support Services and wider City Police colleagues last month to review plans for the new custody facility. I understand that this was a constructive meeting, and look forward to further constructive engagement as plans for, and construction of, the new facility develop further.

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Agenda Item 6

Committee(s): Police Authority Board	Dated: 13 December 2023
Subject: Commissioner's Update	Public
Which outcomes in the <i>City Corporation's Corporate Plan</i> does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 142-23	For Information
Report author: Peter O'Doherty, T/Commissioner	

Summary

It was agreed that the Commissioner's verbal updates would now be presented to the Board as formal written updates.

The *public* updates for Operations and Security and Economic and Cyber Crime are attached.

Recommendation(s)

Members are asked to note the report.

Operations and Security

PAB Updates

Lord Mayor Show, Remembrance Sunday and Lord Mayors Banquet

With significant disruption experienced over London by multiple protest events, CoLP implemented a robust and proportionate policing plan to ensure the safety and security of all, with support from officers across the force complimented by our Special Constabulary and Police Cadets.

Police Cadets

CoLP Police Cadets took part in the National Inter-cadet Cup First Aid competition 2023. 20 teams took part all of whom had to qualify in first or second place at their regional events to be invited to the nationals. The City of London Police Cadets qualified in first place at the London Regionals back in March 2023. Over the 2 day finals, CoLP cadets came first on Saturday progressing them to compete against the best teams in the UK from the Police, Army, RAF, Combined Cadet Force, Navy, Sea Cadets and other youth groups. A tough finals competition with CoLP coming in a very proud and respectable 6th place.

Police Race Action Plan (PRAP).

The national Police Race Action Plan (PRAP) was launched last year setting out changes to improve outcomes for Black people working within or interacting with policing. CoLP have been working hard on a number of local initiatives to support this. On Monday 20 November, CoLP’s Professionalism and Trust Department launched our local plan and outlined the work that has been achieved with details on next steps. This event included a variety of speakers both internal and external including Dr Angela Herbert MBE, retired Chief Superintendent Raj Kohli, Teddy Burton and Ian Thomas.

Operation Servator

Specially trained Servator officers engaged in security patrols across the City, officers identified a group of males on pedal cycles suspected of committing phone snatch offences. Despite best efforts by the group to evade police, officers were able to quickly and tactically coordinate resources to apprehend group members who were found to be in possession of balaclavas, several suspected stolen phones and large amounts of cash. It also transpired the same group are believed to have committed similar offences in the Met police area just before their apprehension by City officers. Investigation continues with suspects bailed with conditions to safeguard the City community.

Christmas Campaign

The launch of Operation Tinsel will see an increased number of officers supported by volunteer organisations and partners working to reduce crime and keeping those enjoying the night time economy safe. Officers will be focusing on alcohol-related violence, inappropriate sexual behaviour, anti-social behaviour and acquisitive crime.

Engagement with the night time economy under Operation Reframe will continue to promote AskForAngela and the launch of a radio network in the Bishopsgate area allowing businesses to communicate with each other highlighting any concerns or issues.

The operational activity will support and promote safety and security for those enjoying the Christmas festivities with Walk and Talk continuing throughout December whilst making it a hostile environment for those wishing to commit crime or harm. Dedicated teams will be out in force, working to zero tolerance for criminal behaviour and ready to help where needed.

National Lead Force

National Lead Force launched the National Policing Strategy for Fraud, Economic and Cyber Crime in November from the Serious Organised Crime Economic Exchange (SOCEX) conference. The strategy sets out cross cutting objectives and commitments for policing to improve the response to fraud, economic and cyber crime in a ‘4 P’ action plan for forces and regions to integrate into their internal plans. Measurables have been set within this and a performance framework will be designed to reflect force and regional progress against them.

Next year will see the launch of two big system changes in the fight against fraud. FCCRAS will deliver a huge improvement in the victim journey and reactive response to fraud reports coming into policing. In addition to this the Fraud Targeting Cell (FTC) is a multi-agency ‘intelligence brain’ which is being led by the National Economic Crime Centre (NECC) with substantial support from CoLP. This will deliver a new proactive intelligence led response to fraud, identifying high harm offenders through data and intelligence and developing target led packages for the Regional and National teams under the National Fraud Squad to action. It is anticipated that a combination of these two system improvements and changes will enable policing to better target criminals and protect victims in the UK.

Partnership engagement

In October CoLP hosted the Economic Crime Briefing, which was another well attended event aimed at policing leads including PCC’s, to give a strategic briefing on the direction of policing within economic crime. The Anti-Fraud Champion Anthony Browne gave an excellent input, as did the other speakers – providing an overview of the challenges facing policing from a local, to a national level. And importantly how we are working to overcome these. SOCEX was a huge success with over 400 delegates from policing and economic crime law enforcement partners in attendance. The conference was opened and closed by AC Nik Adams and was a great opportunity to showcase some of the work and improvements undertaken and planned by the force and partners.

Several constructive meetings took place with technology companies and platforms to progress NLF’s planning for the introduction of the Online Safety Act. These meetings included Match.com and Meta (Facebook / Instagram). The Economic and Cybercrime Academy (ECCA) reached out to the Ukrainian International Liaison Officer (ILO) to understand the position and viability of continuing to deliver our training programme to their Law Enforcement Agencies. At the request of The Director General of The Mauritius Independent Commission against Corruption (ICAC), The International Anti-Corruption Coordination Centre (IACCC) within The National Crime Agency (NCA), together with The ECCA are undertaking a training needs analysis to deliver to upskill and train delegates.

AC Adams presented at both the Anti Financial Crime Summit and the 19th Annual European Economic Crime Conference on the strategic direction being taken by NLF and improvements made.

The LBG Labour Roundtable was attended by T/Commissioner O’Doherty on 29/11 and was a successful move toward informing the Shadow Cabinet of the crucial role that NLF plays in policing fraud.

Operational Activity

Police Intellectual Property Crime Unit (PIPCU)- This month PIPCU had the first appearance at Blackburn Mags court for Op Delaware that is believed to be the UK’s largest Illegal streaming service causing losses to the industry of £17 million a year, the illegal TV network had millions of global users.

Dedicated Card and Payment Crime Unit (CPCU)- An organised crime group has been sentenced to a combined total of over 20 years in prison after a successful investigation. The 6 defendants were sentenced to a total of 25+ years in prison.

Campaigns and Media

Action Fraud saw positive national and local reporting of warnings about a new NatWest Bank scam that seeks to capture the account details of legitimate customers.

Positive national and local reporting of AF / NFIB’s (Cyber PROTECT) warning about Christmas related on-line shopping frauds. This is an annual campaign which, in 2022, significantly reduced losses during the festive season. Social media activity was undertaken at SOCEX, including a joint video with UKFIU (1,000 impressions).

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Agenda Item 7

Committee(s): Police Authority Board	Dated: 13 December 2023
Subject: Draft Refresh of the Policing Plan 2022- 2025 (for 2024-25)	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1 - People are safe and feel safe.
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 144-23	For Feedback
Report author: Detective Superintendent Carly Humphreys, HQ Services	

Summary

This report presents a draft refresh of the Policing Plan 2022-25 for the year 2024-25.

The Policing Plan informs the community, stakeholders and staff how the City area is to be policed.

The Force and Court of Common Council (in its capacity as a Police Authority) are required to continue to publish a Policing Plan by the Police Act 1996 due to being exempt from the legislative requirement to publish a Police and Crime Plan.

This report presents the first draft of the refreshed Policing Plan 2022-25 for PAB to review. Members should note that this draft reflects initial feedback from Strategic Planning and Performance Committee (SPPC) and the dedicated Member’s Workshop completed on 22 November 2023, where some areas still require development, placeholders have been added and will be updated for the final draft submitted to PAB on 7 February 2024.

This report, containing the first draft of the refreshed Policing Plan 2022-25 is being presented to PAB for feedback in order for publication of the Plan to take place on 1 April 2024.

Recommendation(s):

Members note the content of this report and provide any feedback to contact details provided at the end of this report.

Main Report

Background

1. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans¹. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The Force and the Police Authority Board continues to be governed by the relevant sections of the Police Act 1996 with respect to the publication of Policing Plans.² However, where possible the Force and Police Authority has resolved to align the format of its Policing Plan with the general requirements of Policing and Crime Plans.
2. The responsibility for drafting the Policing Plan and advising the Police Authority on its contents remains with the Commissioner of Police. However, guidance and legislation are clear that the Police Authority must approve, own and issue the published plan.
3. The Police Act 1996³ requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
 - i. the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
 - ii. its policing objectives for the policing of its area and the discharge by the City of London Police of its national or international functions during that year.
4. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.⁴ Such priorities are currently articulated by the Strategic Policing Requirement; the Force's approach to this appears in the draft document. Additionally, the plan takes account of Government policy statements regarding reducing crime, addressing antisocial behaviour (ASB), and supporting the vulnerable.

Current Position

5. Although the Policing Plan was published in 2022 and will run until 2025, to ensure that the information remains current and relevant to inform our

¹ Police Reform and Social Responsibility Act 2011

² S. 6ZB Police Act 1996 (as amended by the Police Reform and Social Responsibility Act 2011)

³ S.6ZB as above

⁴ As determined under s.37A of the 1996 Act

communities, residents, stakeholders and employees how the City area will be policed, a refresh of the Plan is published annually.

6. The Policing Plan is in draft format. Some areas, such as an updated financial position for 2024-25 will not be forecasted until early 2024 and therefore will be submitted in the final draft. Where additional narrative is being drafted and data being held from reporting until early 2024, placeholders have been added.
7. Where there has been any significant change to the content, this is depicted through the section being highlighted.
8. Members are asked to note that the Policing Plan still requires final proof-reading and formatting, this will be completed prior to publication.
9. The final draft will also include image updates to reflect upon the policing highlights of the previous year.

Corporate & Strategic Implications

Strategic Implications- The Policing Plan directly supports the City of London Corporation's Corporate Plan for a safe and secure City; the Policing Plan also has regard to the priorities of the Safer City Partnership.

Financial implications- The Policing Plan to be linked to the Medium Term Financial Plan.

Resource implications- The intention is for the Policing Plan to be linked to the Strategic Workforce Plan.

Legal implications- See paras 1-3

Risk implications- N/A

Equalities implications – The new Policing Plan will have Equality and Inclusion at its core as this is a force priority that runs through all planning currently.

Climate implications- N/A

Security implications- N/A

Conclusion

10. Issuing and publishing a Policing Plan remains a statutory obligation on the Force and Court of Common Council in its capacity as police authority. The draft document appended to this report represents a refresh of the Policing Plan to ensure that it is reflective of our current Policing environment and needs of our residents, communities, stakeholders and employees.

Appendices:

Appendix A – Draft Policing Plan Refresh 2022-25.

Contact:

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CITY OF LONDON POLICING PLAN 2022-2025

A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

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FOREWORD

FROM POLICE AUTHORITY CHAIR AND CITY OF LONDON POLICE COMMISSIONER

CHAIR'S FOREWORD

Welcome to this year's refresh of the City of London Policing Plan 2022-2025, which sets out the City of London's priorities for ensuring that the Square Mile remains the safest business district in the world as well as its priorities as the national lead for fraud and cyber. For the City of London Police Authority Board, our vision is for the City of London Police to continue to be world-leading in its specialisms of protective security and tackling fraud, economic crime and cyber crime. Ensuring that the UK is hostile to fraud and cyber crime is essential for UK competitiveness.

The City of London is the heart of the UK's financial, professional services, and technology sectors. These businesses choose the City, London and the UK because of our leading position globally which is underpinned by our effective legal system, our strong regulatory regime and our focus in tackling economic crime. The City of London Police's role as the National Lead Force for fraud and National Police Chiefs Council's lead for cyber crime, together with its close relationship with many private sector partners, mean that the City Police play a critical national and international role in this.

The City of London Police Authority Board will continue to prioritise protecting all those that live, work or visit the City and make it such a thriving place to be. We want everyone to be safe and feel safe at all times, which is why we will continue to invest in keeping the City safe from terrorism; ensuring we have a safe night-time economy; tackling violence against women and girls; reducing violent and acquisitive crime; and minimising anti-social behaviour.

Policing in the City of London and nationally will face many challenges in the years to come. Fraud and online crime are expected to remain as the most prevalent crime type, London and the City will continue to need to deal with the challenges of policing protest, and we have a need to improve confidence and public trust in policing. The City of London Policing Plan recognises these challenges and seeks to tackle them head on. The City of London Police Authority Board will continue to encourage collaboration with the private sector to tackle crime and improve community safety, and to make the case for policy and legislative changes which support the City and the UK's security.

The City of London Police is of fundamental importance to the City and its business and residential communities. The Police Authority Board will continue to challenge and support the City of London Police to deliver the priorities set out in this Policing Plan.

James Thomson
Chair of the Police Authority Board



FOREWORD FROM CITY OF LONDON POLICE COMMISSIONER

I am delighted to present year 2 of the 2022–25 City of London Policing Plan. This plan reflects our local role, where we are responsible for keeping the iconic City of London safe, alongside our national roles in relation to fraud, cyber and economic crime.

Looking back over the last year, we saw the City continuing to come back to life with increased footfall and events: a welcome sight. At the same time, there were opportunities to showcase policing at its best, through the policing of the celebrations for Queen Elizabeth's Platinum Jubilee, and then sombre events in relation to Her Majesty's funeral, and successive events across the City for the proclamation of King Charles III.

During this period we have continued to build trust, confidence and legitimacy in our service. Delivering a professional and compassionate police service remains at the heart of this plan. This plan intentionally puts victims at its heart, and remains focused on creating a culture of equity and belonging across our workforce. Part of this has been through the roll-out of the new 'Our People' programme, which aims to develop a truly inclusive culture where our people feel trusted, well-led and well-supported by one another – that they belong.

Policing is a people business and living our values of professionalism, integrity and treating people with compassion, both inside and outside the organisation, remains key to how we operate. The way our services are delivered and received by the public and the way our people feel about working in the City of London Police, will be indicators of success.

Tackling crime requires an understanding of the root causes and a whole-system response. We will continue to work collaboratively with partners, including the Corporation, law enforcement and the public and private sectors to prevent and reduce crime and bring offenders to justice, locally, nationally and internationally. In doing so, we will also increase our engagement across our communities. Last year has continued to be a particularly challenging time for society and for policing, therefore working efficiently and effectively with our partners to provide the best outcomes for our communities and victims of crime remains a key priority for this plan.

I am proud to be leading the City of London Police and look forward to working collectively to deliver a modern engaging and professional service for all our communities.

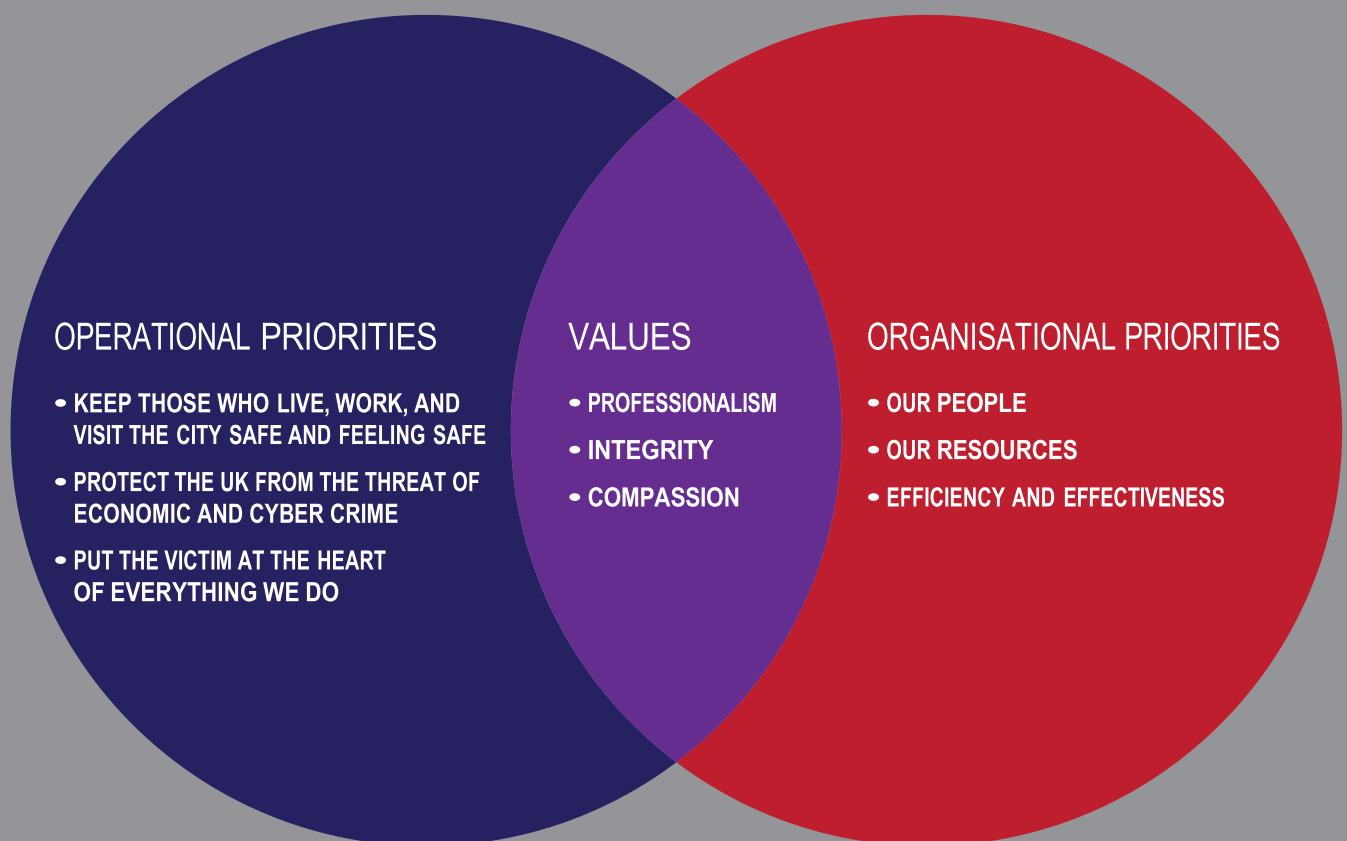


Angela McLaren

POLICING PLAN ON A PAGE

Our policing plan has our values at its core. Professionalism, integrity and compassion will underpin everything we do, from how we provide our services to how we interact with our colleagues. The plan has clear operational priorities, namely to protect both our local and national communities and in doing so continuously focus on supporting victims. Our organisational priorities will enable us to deliver our service. We will attract, retain and develop our people and promote a culture of equity and belonging. Our people will have access to the resources they need to serve the public, while at the same time ensuring we act with efficiency and effectiveness.

**A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER
POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION**



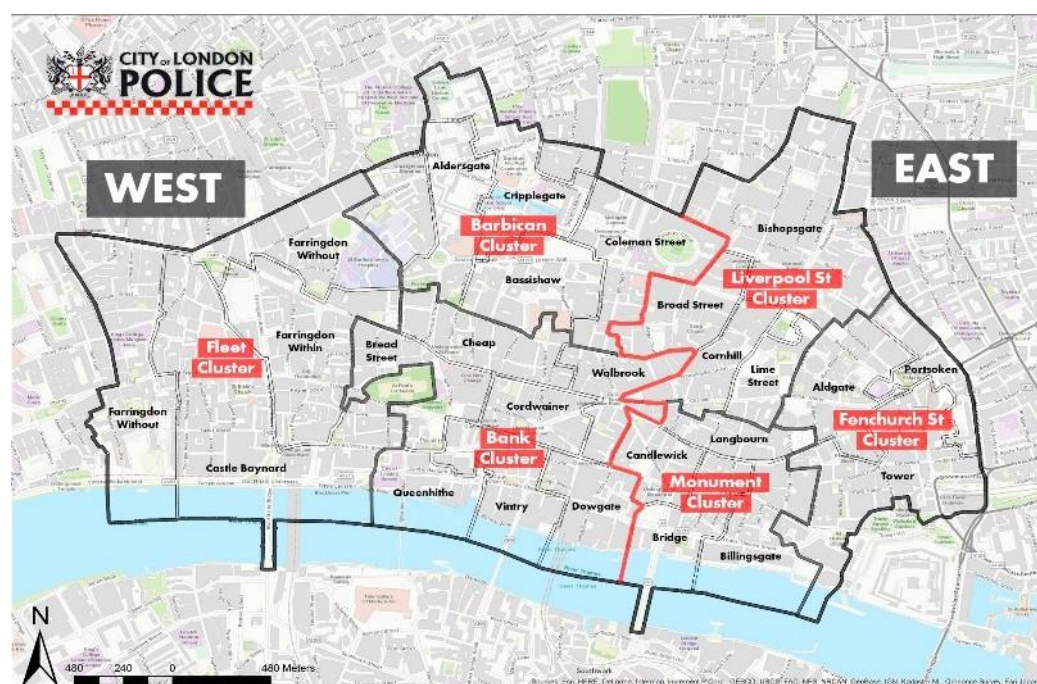
SECTION 01

BACKGROUND TO THE PLAN

CITY OF LONDON POLICE AT A GLANCE

OUR AREA

- The City of London is one square mile, with around 8,700 residents, and, in a typical year, 587,000 workers per day and over 21 million visitors annually.
- It is home to countless sites of historic, cultural, and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England and the London Stock Exchange.
- The City of London is one of the most important financial centres in the world and the economic heart of the United Kingdom.
- As national policing lead for economic and cyber crime, our area extends to the national and international.



FROM 2023 TO 2024 WE HAVE...

- Deployed our Project Servator teams 3,856 times to protect the City from the threat of terrorism.
- Policed 31 protests in the City and supported policing of 38 other planned events in the greater London area and 20 ceremonial events across the city.
- Recruited 199 new joiner officers (22% female), including 109 student officers (18% from a minority ethnic background), and recruited 40 new police staff (50% female).
- Deployed Operation Reframe on 8 occasions, leading to 225 licensed premises checks focusing on protecting women and girls in the City at night.
- Completed XXX 'Walk and Talks' to enable officers to engage with women, encourage them to talk about their experiences and concerns and put in place improvements to make women feel safer in the City.
- In a survey conducted by City of London Corporation in 2022, 88% of residents and 85% of workers agreed that the City is a safe place.
- Through Action Fraud we managed 2.1 million additional contacts relating to fraud and cyber crime freeing up 999/101 centre capacity for other crimes
- From September 2022 to September 2023, disrupted 1,135 Organised Crime Groups which was a 120% increase from the previous year.

POLICING IN A CHANGING WORLD

The COVID-19 pandemic presented unprecedented challenges for Policing. It accelerated the adoption of technology and increased social isolation for some people, contributing to an increased threat from terrorism, fraud and cyber crime. Society is now adapting to a new normal, with the impact of the cost-of-living crisis and inflationary pressures affecting the well-being of our communities, impacting on the service provision of our partners and requiring policing to do more with less financial resource.

PLACEHOLDER - Following Member's Workshop, this section will comprise of a more focused summary which 'looks back' at the key things we have achieved in the past year and what we still need to deliver on.

In February 2022, the national terrorism threat was lowered to Substantial (meaning an attack is likely). The threat and profile of terrorism is changing. Self-initiated terrorists are becoming more prevalent and challenging to identify and stop. The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption.

The 2022 Crime Survey of England and Wales estimated that there had been a 37% increase in Fraud and Computer Misuse offences compared to 2020. These crimes affect more people, more often, than any other crime type and cause significant harm to victims.

Fraud continues to be cyber-enabled, using internet and communication platforms. The proliferation of virtual currencies has provided new opportunities for criminals to launder the proceeds of their crimes, as well as the emergence of artificial intelligence being used in fraud and cyber offences. We have a key role in leading the national policing response to these threats and in response, we have launched the National Policing Strategy for Fraud, Economic and Cyber Crime.

As crime becomes increasingly more global, City of London Police is at the forefront of working with international law enforcement agencies to fight criminality. Successful programmes to assist international law enforcement to strengthen economic crime and counter terrorism capabilities have resulted in closer working, and the ability to tackle criminality that affects the UK from abroad more effectively. Combating the international threat will require sharing best practice, increased partnership working and using learning from others to influence how services are delivered in the UK.

Various parts of the UK, including the City of London have been focal points for several protest groups engaging in criminal activity over the past year, which has caused disruption to the daily lives of our residents, business communities and visitors. In addition to our specialist capabilities to respond to the public order threats, our existing protocol arrangements with the Metropolitan Police, British Transport Police and Ministry of Defense (under Operation Benbow) has ensured there has been sufficient resources available to flex our response quickly to any escalation of disorder as well as resourcing pre-planned large-scale events. The Government's pledge to grant additional police powers will aid police forces across the country to tackle disruptive

criminal acts, whilst facilitating lawful protest and keeping the public safe.

The cost of living crisis has also brought fresh challenges to policing. The City particularly experiences the impact of this through increases in calls for service linked to vulnerability and as seen nationally, rises in retail theft. Wider national public dissatisfaction is also felt across the City through transport strikes and increased protests which disrupt our residents, and those that visit and work in the City.

A 12-month comparison, shows acquisitive crime has increased by 20%. This is mainly driven by all other theft offences. This is a large crime category and includes offences such as taking bags/laptops from venues (mainly licensed premises and restaurants). The main driver at the beginning of the year was 'theft from the person', mainly 'snatch' offences and pickpocketing. Ongoing intelligence led policing has resulted in a reduction in these types offences.

As of January 2024, retail and visitor footfall in the City of London area had increased by XXX from the previous year and is now XXX% compared to last year. The City of London Corporation Destination City strategy aims to meet the challenges of the changing landscape and deliver sustainable investment into the future City economy. It is underpinned by exciting developments in its leisure and hospitality offer, built upon the City's unique heritage and culture.

The City will change and grow through these plans. It will attract crowds, create new wellness and sporting attractions, enhance the night-time economy, have more car-free areas and see an increase in residential population. More events in the City will require a focus on public safety, not only by deterring criminality, but also on the threats from terrorism.

Our policing style will be highly visible, approachable and responsive to the needs of the community. Our local neighbourhoods model focuses on those crime and anti-social behavior problems that matter most to our communities. In response to our communities concerns we have trialed and established a cycle squad to enable us to respond more agilely across the city and when dealing with anti-social behavior. Strong partnerships with the Metropolitan Police, British Transport Police, Corporation, businesses and licensees will ensure sustained public protection as the leisure economy grows.

In ensuring the City is at the forefront of public safety, we have worked alongside the Corporation on the 'Secure City Programme'. This will see the delivery of state-of-the-art technology upgrades to maximise safety in the Square Mile. This includes state of the art CCTV infrastructure to improve security, detect crime and keep people safe and feeling safe.

Currently, 54% of all of our reported crimes relate to incidents within the night-time economy, meaning that advancements in our ability to detect crime in this way is both efficient and effective.



Movements linked to Black Lives Matter and Violence Against Women and Girls have created momentum for social change. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Public confidence has suffered, and we're committed to restoring trust among its communities.

Being able to attract and retain the very best police officers, staff and volunteers is increasingly important in a competitive labour market alongside the changing societal expectations of how we live and work. A representative workforce and a culture that is genuinely inclusive will help us to retain talent, benefit from diversity of thought and drive innovation and creativity in our services.

City of London Police **will continue to benefit** from the significant student officer recruitment Police Uplift Programme to improve public safety and security. This additional resource has enhanced our overall visibility and response to crime and is gradually improving the diversity of our workforce. We are strengthening our commitment in neighbourhood policing and **have now increased our Dedicated Ward Officer numbers to 18.**

We will also be investing further in our partnership and prevention hub working with our partners from the Safer City partnership to drive down neighbourhood crime and anti-social behaviour. Our problem solving and crime prevention work will also focus with partners on protecting the vulnerable, reducing the impact of mental ill health within the city, the effect of homelessness and begging and drugs on overall feelings of safety and crime in the

square mile.

Data and technology remain central to understanding the threat from future criminality and the impact on policing and the public. Innovation is necessary to deliver a response that is shaped by evidence and leverages the latest technology to stay ahead of the threat.

In 2024 we will launch the Fraud and Cyber Crime Reporting and Analysis Service which will improve the reporting experience for victims. Through intelligence-led interventions, the service will position itself upstream of fraud to aid prevention of crimes occurring, pursue offenders and organised criminals, protecting the public from victimisation.

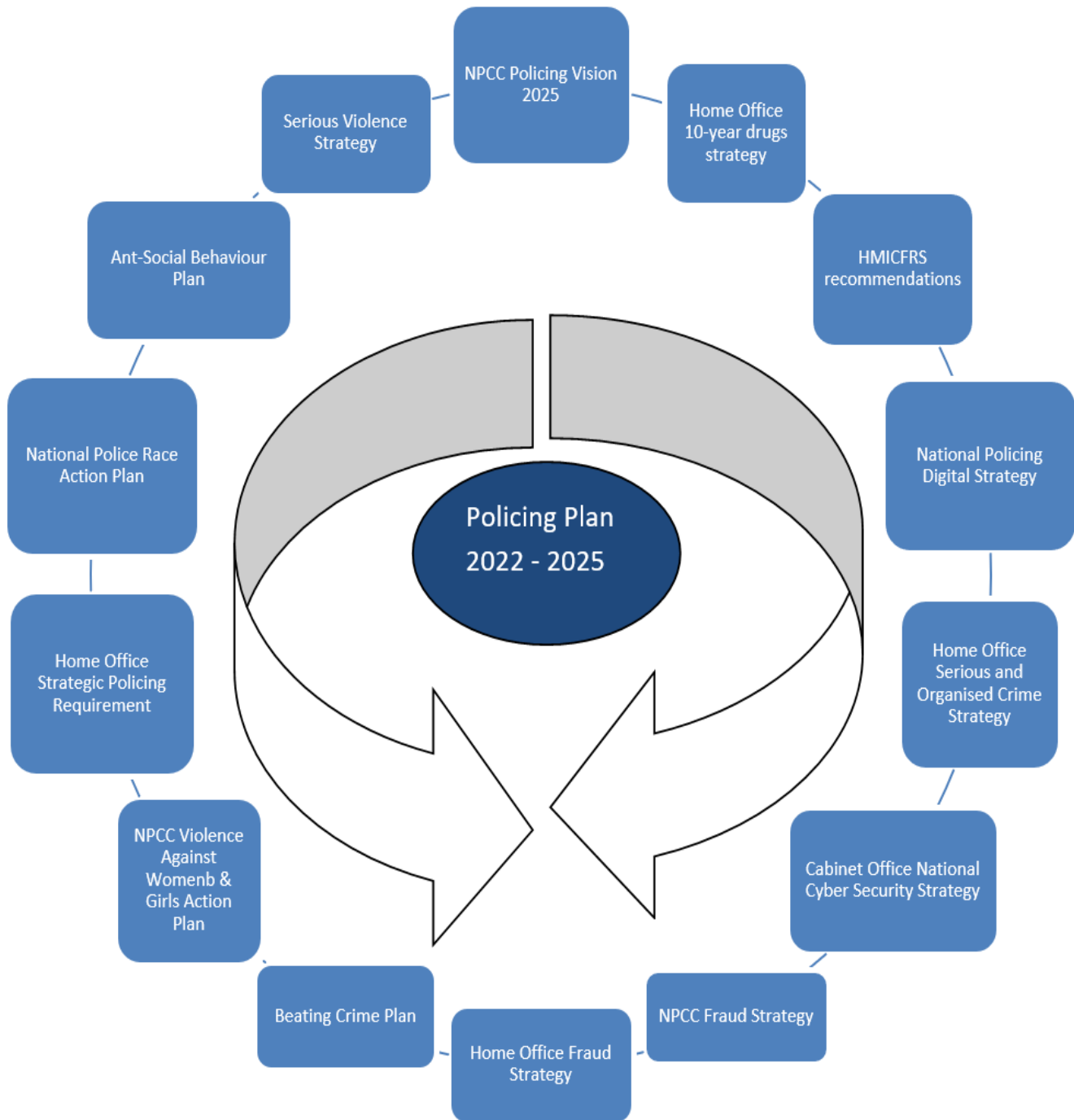
International and local drivers to improve environmental sustainability are also relevant to policing, from managing the additional demand from climate activists exercising their right to protest, to reducing our carbon footprint and improving the sustainability of our estate's infrastructure. With potentially more car-free areas in the City, we will consider how best our officers patrol and respond to calls for service, using more two-wheeled vehicles where appropriate, in line with the Corporation Climate Action Strategy.

Our plan sees the safety of communities and their feelings of safety, as a 'golden thread' throughout all we do. This will be key to ensuring the UK is able to reach its full potential, attracting future investment and the confidence of businesses to invest, with people seeing the City as the first-choice destination. Our plan places victims of crime at the heart of everything we do, with a relentless focus on reducing crime, bringing offenders to justice and crime prevention.

LISTENING TO OUR COMMUNITIES

The policing plan has been informed by numerous national drivers (priorities, strategies and plans), along with engagement from our communities.

NATIONAL DRIVERS – POLICING PLAN 2022-25



LISTENING TO COMMUNITIES

In providing a policing service to the City, it is important we listen to our communities and respond to issues the public feel should be a priority for the City of London Police. Our neighbourhood policing model delivered through our neighbourhood teams now encompasses cluster panel meetings.

Each year we undertake a community survey to capture the views of residents, workers and visitors to the City to identify what they feel are the priority areas for us to focus on. Last year saw the launch of our new Community Feedback Platform, providing a digital pathway to hear from residents, workers and visitors to the City. This is part of our long-term community engagement strategy and is supplemented by the launch of our new Neighbourhood Newsletter and most recent Community Survey.

Over the past three years there have been some consistent themes raised in the community survey. The response and prevention of terrorism; reducing anti-social behaviour; theft of personal items; reducing violence and harassment were highlighted this year in the top four concerns and previously we have seen road safety and drug dealing feature as key concerns. The top four priorities for our community are:



Terrorism remains a high priority for the police service, to ensure we protect the people living, working and visiting the City. Recent attacks in the UK and in the City underline the critical work we and our partners do to prevent attacks and ensure we can respond effectively, should an attack occur. This remains an important focus for the provision of our service and forms one of the three pillars of the policing plan.

Personal theft and anti-social behaviour are addressed in the 'keeping the City safe and feeling safe' pillar of the policing plan, as well as putting victims at the heart of everything we do. These form a key part of our success measures of reducing neighbourhood crimes, in partnership with the Corporation.

Violence and harassment were the fourth priority identified in our survey. Key to this is our work with the licensing authority and businesses to ensure the night-

time economy is a safe place for people to be and implementation of the new serious violence duty through the Safer City Partnership. We have detailed plans to tackle violence against women and girls and reduce crimes linked to the night-time economy.

Our measures for reducing neighbourhood crime directly address this priority, along with support for victims and increased criminal justice outcomes.

While **road safety** was not identified as a top three priority for the public within the survey, we remain focused on this aspect of service, along with the Corporation, to improve the feeling of safety in the use of the roads across the City. We will continue to take part in local, regional, and national days of action to improve road safety and safety awareness.

All of these areas have now been adopted as key priorities for the Safer City Partnership, delivering improvements through dedicated Working Groups.

Drug dealing and reducing the harm from drugs remains a priority for the service and is linked to our work in disrupting organised crime, the Government's 10-year drug supply strategy and bringing to justice those who supply drugs in the City of London Police area. We are members of the new Combating Drugs Partnership established for City and Hackney.

Worked into the policing plan each year are the threats, emerging issues and risks across the priority areas set out in the full strategic assessment of the service. These include fraud, terrorism, serious and organised crime, violent and acquisitive crime and our neighbourhood concerns.



NATIONAL TO LOCAL

Policing is implementing national action plans to focus on Race and Inclusion and to reduce Violence Against Women and Girls. The Violence Against Women and Girls Strategy is now one year on, we continue to deliver locally alongside other activity to drive up standards of behaviour and create a culture of inclusion and belonging.

The National Race Strategy has been reviewed and interpreted locally in force with delivery via a tactical Action Plan which aligns to the National Police Race Action Plan. Encouragingly, the City of London Police has been selected as an ice breaker force by the national leads in this area.

Our work to transfer the learning from our Op Servator public engagement into Stop and Search approaches, and our Sponsorship Programme for black, asian and minority ethnic groups, are recognised as good practice.

OUR ACTION ON VIOLENCE AGAINST WOMEN AND GIRLS

Our work on Violence Against Women and Girls continues with an array of activity under each of the 3 pillars- 'Rebuilding Trust & Confidence', 'Relentless Perpetrator Pursuit' and 'Creating Safer Spaces'. Much of our work has focused on internal misogyny and culture, with initiatives including listening circles for female colleagues and increasing awareness around unacceptable behaviours through communications and theatre workshops. We continue to prioritise tackling incidents of internal misogyny as set out in our Strategic Delivery Plan. We continue to roll out 'Domestic Abuse Matters' training to all police officers and staff in relevant roles, with more than 400 colleagues taking part in this training designed to challenge the attitudes, culture and behaviour of colleagues when responding to domestic abuse.

Working with partners in our communities, we continue to deliver Operation Reframe, creating safer spaces during our night-time economy for women and girls.

More recently we have introduced our 'Walk & Talk' scheme which provides an opportunity for women visiting, working or living in the City can share their thoughts on safety to bring about positive change. In November 2023 we celebrated our White Ribbon accreditation, cementing our commitment to challenge long-established and harmful attitudes, systems and behaviours around masculinity that perpetuate gender inequality and men's violence against women. All men in our Chief Officer Team have signed up to act as Ambassadors to promote our joint ambitions with this Charity.

OUR POLICE RACE ACTION PLAN

The launch of our local Race Action Plan in November 2023 was an attempt to coordinate all of the work already underway in this field. Our local plan reflects all of priorities outlined in the National Police Race Action Plan but also includes bespoke priorities which matter most to our employees and communities regarding race.

OUR PLAN

All this work aims to deliver a policing service to the public that is valued, and legitimately responds to our community priorities, while also tackling the other high- harm areas of concern such as economic and cyber crime that form the second pillar of our plan. Together with our partners, our focus on putting the victim at the heart of everything we do will ensure we provide the very best service and relentlessly bring more offenders to justice.

Bringing all this together, our Policing Plan has three operational priorities at a local and national level. To deliver these priorities as an organisation, we will be putting our people at the forefront, and leading with innovation and efficient and effective processes. Our priorities support our obligations under the Strategic Policing Requirement, which addresses those threats that transcend force borders and require a coordinated or aggregated response.

These threats have remained the same with the addition of Violence Against Women and Girls. We are encouraged that this is now included as a new threat area. Supporting national activity to end gender-based violence and create a safer community for women and girls remains a priority which is complemented by our strategy and action plan to tackle

violence against women and girls in the City.

- Violence Against Women and Girls
- Terrorism
- Serious Organised Crime

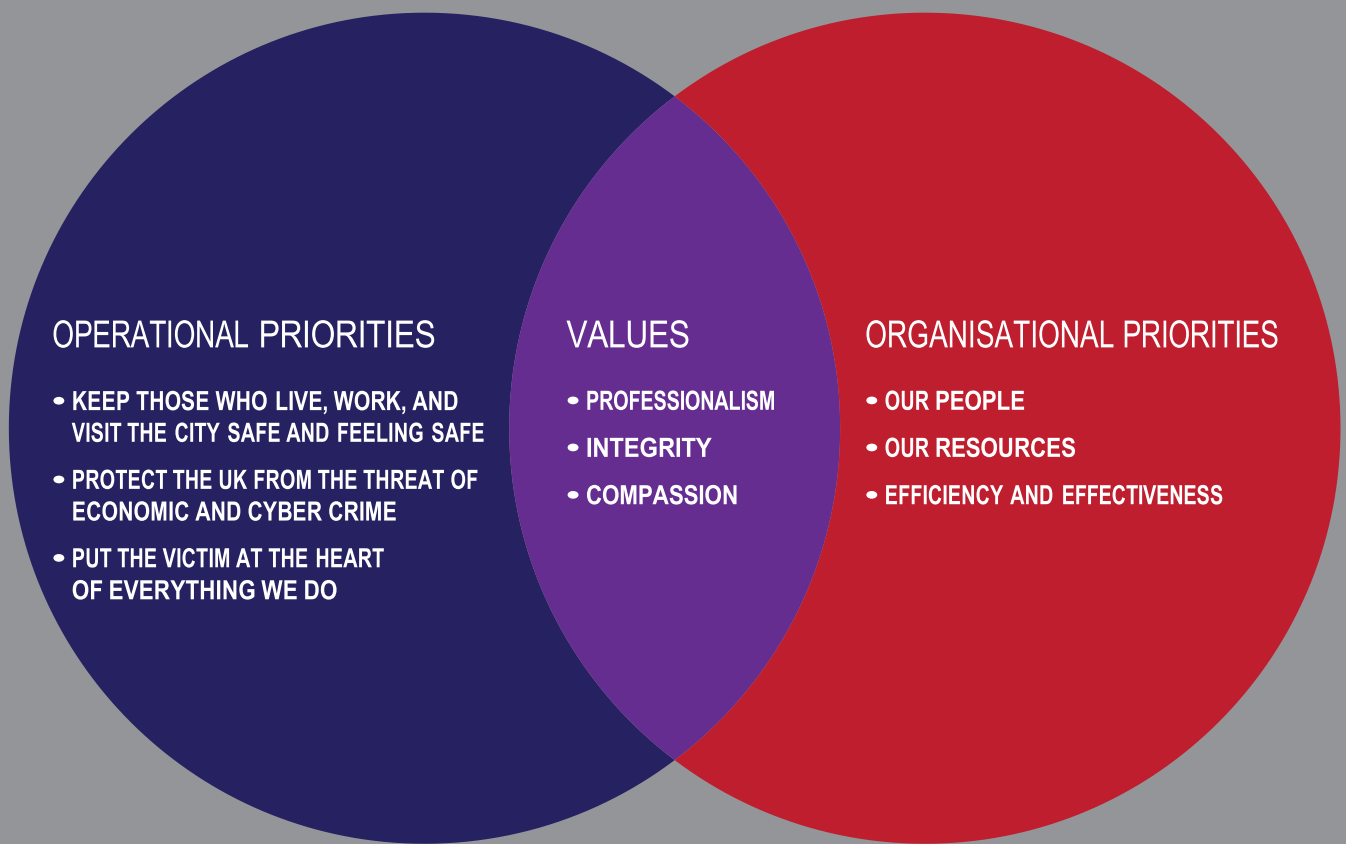
- National Cyber Event
- Child Sexual Abuse
- Public Disorder
- Civil Emergencies

SECTION 02

THE PLAN IN DEPTH

OVERVIEW

A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION



OPERATIONAL PRIORITIES

KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

We will prevent and tackle crime, from the most serious offences affecting the most vulnerable, including terrorism and violence against women and girls, through to the lower-level crime we know concerns our communities, such as anti-social behaviour.

PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME

We will lead the policing response to the threat from economic and cyber crime, delivering against national fraud and cyber strategic ambitions.

PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will constantly improve the victim experience, from first contact to the end of judicial process, focusing on positive outcomes for victims and bringing more offenders to justice. For appropriate offences, this will include application of a national framework with the aim to reduce re-offending through diversionary activities.

VALUES

PROFESSIONALISM

We will deliver our services professionally and diligently. We will always expect the highest level of professional conduct by our people and commit to their continuous professional development.

INTEGRITY

We will earn the trust of diverse communities and partners through honesty and always doing the right thing. We will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.

COMPASSION

We will act with humanity and kindness, ensuring our people and communities are treated with care and respect. We will create a culture of belonging and mutual trust and respect.

ORGANISATIONAL PRIORITIES

OUR PEOPLE

We will create a culture of inclusion to attract and retain diverse talent. This will be underpinned by a proactive approach to wellbeing to ensure our people are engaged and supported. We will continue to develop leadership capabilities, embedding a culture of empowerment, continuous learning and improvement in all we do.

OUR RESOURCES

We will embrace new technologies to fight crime and improve victim experiences. We will enhance our use of data and the digital capabilities in our workforce. We will continue to invest in estates infrastructure to ensure it is fit for modern policing and our fleet is able to meet the changing environment of the City.

EFFICIENCY AND EFFECTIVENESS

We will ensure efficient and effective use of our funding and resources to provide best value for money. We will work with a range of partners and sectors to maximise efficiencies and ensure the best outcomes for our communities and victims of crime.

VALUES

PROFESSIONALISM, INTEGRITY AND COMPASSION

Our policing plan has our values at its core. These drive how we interact with each other and the public and how we work together to achieve the ambitions set out in this Policing Plan. We will ensure they are both understood and practised in all we do. We will expect to be held to account against these values, both as individuals and organisationally in all we deliver as a police service.

PROFESSIONALISM

- Professionalism is a trait that we value highly: it refers to doing things correctly in a timely manner and taking pride in everything we do.
- We will conduct professional and thorough investigations into crimes, doing everything possible to protect those who are most vulnerable.
- We expect our officers and staff to be committed to professional development, both for themselves and for those they supervise and to be able to make sound operational decisions based on discretion and common sense.
- We also want our employees to set an example to others. Our professionalism will ensure that we meet the requirements and demands of our communities by providing them with high-quality, timely, efficient, and effective services.

INTEGRITY

- Integrity is about being trustworthy, honest and doing the right thing.
- We expect our officers and staff to have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.
- Our behaviour, actions and decisions will always support the public interest and those we work in partnership with.
- We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.
- We will ensure that the public can have confidence in the integrity of the data used and published by us. We will make sure that all crime is recorded

ethically and in accordance with all current guidance.

COMPASSION

- To ensure our communities receive the best possible service, our officers and staff follow our core value, acting with humanity and kindness.
- We believe in mutual trust and respect and in valuing diversity in our role, both as an employer and as a public service provider.
- We will support equality by creating an environment that maximises everyone's talents to meet our own needs and those of the communities we serve.
- We understand that every individual is unique. Compassion is essential to ensure that everyone is treated with care and respect, regardless of their differences.

OPERATIONAL PRIORITIES

KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

- Reducing neighbourhood crime and harm
- Protecting the City from terrorism
- Safeguarding and supporting vulnerable people
- Tackling serious and organised crime

REDUCING NEIGHBOURHOOD CRIME AND HARM

We will respond to community concerns about neighbourhood crime, including acquisitive crime and anti-social behaviour, and encourage safer driving and riding to reduce harm on our roads.

Our people provide a 24/7, 365 day a year service to keep those who live, work, study in and visit the City safe. Our neighbourhoods model concentrates on working at ward level with partners and communities to prevent and reduce crime and embed long-term problem-solving solutions.

This includes expanding our business crime reduction partnership and working with the Business Improvement Districts and as part of the Safer City Partnership.

The Safer City Partnership is a statutory partnership that brings together organisations and other partners with responsibility for keeping people safe. It is responsible for the delivery of the Safer City Strategy. The Safer City Partnership plays a key role in reducing crime and other harms that affect those who live in, work in, and visit the City of London.

The partnership provides a strategic and collaborative platform for different agencies to come together and help make the City a safer place. It's responsible for delivering high quality community safety interventions for the benefit of the City of London and its neighbouring communities.

Focusing on community concerns and issues raised by our new local ward panels is a key part of our policing plan and response, creating a series of localised commitments. Anti-social behaviour, including street drinking, rough sleeping, begging and anti-social cycling/skateboarding will remain a priority and activity for long-term problem solving with our partners. Encouragingly, we have seen a decline in the reporting of anti-social behaviour over the past year. A growing area of concern remains the spike in retail crime as seen nationally. In response we are continuing to provide prevention advice across our business platforms and

also increasing the number of high-visibility foot and cycle patrols.

We have now launched a new Community Feedback platform, which will provide a digital pathway to hear the views of victims of crime, residents, workers and visitors to the city. The platform will be used to inform how we adjust our policing service to respond to the needs of our communities, and will help inform our regular community updates and the action we take to address issues raised. Additionally, our new Neighbourhood Newsletter is aimed at residents and businesses and provides a detailed update on community engagement initiatives which have taken place and those planned for the next month.

Low overall crime levels in the City make it one of the safest places in the country. We continue to see significant rises in the footfall across our leisure and hospitality offerings, particularly during the night-time economy.

This has coincided with an increase in violence linked to alcohol and acquisitive crime. With the development of Destination City, we will continue to work in partnership with our communities, both business and residential, our Safer City Partnership, and continue collaborating with the licensed trade, to reduce crime and vulnerability, focusing on violence against women and girls and reducing theft in the night-time economy.

We will continue to work in partnership with Transport for London and the Corporation to focus on keeping the City's road network safe, encouraging safer driving and riding, with an aim to reduce harm on our roads. We will work towards Vision Zero, eradicating deaths and serious injuries on our roads.

We will use our stop and search powers ethically, responsibly, and lawfully to recover weapons, stolen items, and target those who sell drugs within the City. The trust and confidence of the community in the use of these powers is key and is scrutinised through the Independent Advisory Scrutiny Group and the Police Authority Board. We will continue to publish and scrutinise ethnicity data to understand any disproportionality and ensure we are using these powers ethically, responsibly, and lawfully

We have been working with students from the University of East London to build trust and confidence with a diverse range of young adults from different backgrounds and varied experience of police interactions. The meetings provide an additional level of scrutiny for incidents involving stop search and use of force.

The City of London is often a focal point for protests, the majority of which are peaceful. We will continue to work with organisers, in partnership with the Corporation and other stakeholders, minimising disruption to the people who live, work, and visit the City to deliver well planned and safe events. We will continue to work with the Metropolitan Police, British Transport Police and our partners across London, to continually review our response, ensuring that our capacity and capability develops in line with the changing nature of protests.



PROTECTING THE CITY FROM TERRORISM

We will continue to enhance and develop our protective security tactics to protect the City from terrorist attack, testing and exercising with a range of key stakeholders and partners to improve our response.

The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption. Our priority activities support the national strategy of preventing people turning to terrorism, pursuing those who plot to carry out attacks, strengthening our protection against a terrorist attack and preparing to mitigate the impact of any attack.

We will implement learning arising from public inquiries and reviews into terrorist incidents locally and nationally to ensure continuous improvement in our approach. We are working with counter terrorism policing partners to ensure we embed the learning from the Manchester Arena Inquiry.

Over recent years, we have strengthened engagement with our community and will continue to develop ways to engage and work with partners in a coordinated way. This includes continued training to enhance security awareness through local delivery of national programmes including See, Check and Notify (SCaN) and Action Counters Terrorism (ACT).

The City of London Police will continue to lead the counter terrorism policing tactic Project Servator across law enforcement nationally and internationally. This includes working with organisations, venues and events to help

them maximise the effect their staff can have on disrupting terrorist activity.

SAFEGUARDING AND SUPPORTING VULNERABLE PEOPLE

Working with partners, we will provide the best response and support to people who are vulnerable or find themselves in a vulnerable situation.

Supporting victims and safeguarding the vulnerable are key themes of this policing plan. We will use the national vulnerability assessment framework to ensure the appropriate policing and partnership support is provided.

Our response to domestic abuse, stalking and harassment, child abuse, sexual offending and hate crime is led by our Public Protection Unit. This is a significant area that spans the whole policing response, requiring not just the pursuit of offenders, but significant work to prevent crimes and increase the protection of the public.

Coordination of this is guided by a vulnerability action plan which seeks continual improvement, from initial response, through the investigative and judicial processes, to improved outcomes.

Ensuring a high-quality service is pivotal to our response to many areas of safeguarding, including violence against women and girls and is achieved through a strong partnership with the Corporation and other agencies.

MENTAL HEALTH AND SUICIDE PREVENTION

Mental Health and Suicide Prevention is a thematic focus which is led by the Partnership and Prevention Hub within Neighbourhood Policing.

The City of London Police works collaboratively with the Mental Health Street Triage (MHST) team. Our officers attend mental health calls with MHST to ensure that patients get the care they need, while also ensuring that officers can quickly be relieved when the help required is medical rather than criminal.

We are working with partners from the NHS, City of London Corporation and other London policing forces to adopt the 'Right Care Right Person' policy that is being rolled out nationally. The Bridgwatch scheme run by the Ascension Trust continues with volunteers helping those in mental health crisis who are contemplating suicide, particularly around our bridges.

OPERATION SOTERIA

We are working hard to improve outcomes for victims of rape and sexual offences. We have restructured our Public Protection Unit to incorporate a dedicated rape and serious sexual offences team in line with Operation Soteria Bluestone where emphasis will be placed on:

- Suspect focused investigations
- Disruption of repeat suspects
- A procedural justice approach to engage with victims
- Enhanced learning, development and wellbeing of officers
- Strategic use of police data
- Enhanced digital forensics.

TACKLING SERIOUS AND ORGANISED CRIME

We will relentlessly pursue organised crime groups that operate in the City and beyond, particularly in the areas of economic and cyber crime, drug supply, modern slavery and immigration crime.

Serious and organised crime (SOC) continues to have a significant impact in the UK, with roughly 70,000 nominals involved in serious and organised criminality. The National Crime Agency Strategic Assessment of Serious and Organised Crime states there are between 550,000 and 850,000 UK-based individuals posing varying degrees of threat to children. SOC is therefore both a local and national priority. As the national policing lead for economic and cyber crime these offences continue to represent a majority of SOC addressed by the City of London Police.

The low resident child population accords with the low level of reported child sexual exploitation and abuse. Instances of domestic servitude, labour exploitation, sexual exploitation and organised immigration crime occurring in the City are also low. However, we will continue to actively target these crime types by developing intelligence and actively targeting criminals in these areas.

The supply of drugs and links to gangs, violence and acquisitive crime are set out in the 2021 UK Government 10-year drug plan, to cut crime and save lives. Organised crime groups are known to operate in the City. There are also links to drug use and supply in the night-time economy. Due to the extensive transport hubs and our surrounding boroughs, county lines activity regularly passes through the City policing area. Our activity in this plan fully supports the new national strategy and we are part of the new Combating Drugs Partnership established for City and Hackney.

We will make full use of powers to prevent reoffending. We will proactively disrupt offenders involved in local crime and SOC and tackle repeat offenders who cause most harm through a multi-agency response to manage their behaviour and impact on the community.

Offender management is a proactive commitment to the disruption and face-to-face management of criminals involved in local crime and SOC. We will continue to prioritise the use of serious crime prevention orders and other ancillary orders that monitor and restrict certain behaviours to prevent future or ongoing criminal activity.

PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME

- Improving national fraud and cyber crime reporting services
- Developing the skills and knowledge to tackle economic and cyber crime
- Leading, coordinating and improving the national police response to economic and cyber crime
- Targeting illicit finance and protecting intellectual property
- Reducing business crime

IMPROVING NATIONAL FRAUD AND CYBER CRIME REPORTING SERVICES

We will improve the fraud and cyber reporting service through a programme of continuous improvement and implementation of a new Fraud and Cyber Crime Reporting and Analysis Service.

The programme sees the services of Action Fraud, National Fraud Intelligence Bureau and National Economic Crime Victim Care Unit presently under transformation via a formal programme of work which in a classic transformation tackles the three main service foundations:

Process - New Process Designs to enhance efficiency, prioritisation of resources and focus on most likely outcomes. We are changing how we triage and prioritise or Crime Review work in line with Vulnerability, Solvability, Viability. This will see us firstly attend to the most vulnerable to ensure safeguarding, and then focus on the solvable cases as a priority, with many cases that are not solvable triages for Protect and Disrupt work.

People - We are improving the service through the following 3 areas:

- A new Target Operating Model - The model being built to ensure we maximise the new processes and technology and have the correct skills, capabilities, and knowledge bases within the service.
- Capacity - We have a resource uplift secured – Increased capacity in Contact Centre, NFIB and service management and integration. This will see us match the demand of this crime type in a far better fashion, Crime review capacity for example will double from existing service levels.
- Capability - Putting in place the right ranges of capabilities at the correct maturity level is a key focus of our work, enhancing the full range of skill sets needed to optimise our performance. This sees a continuous introduction of new and enhanced skills in the areas of data, intelligence, service integration and crime review.

Technology - New Technology underpinning our services being developed – Website, Reporting Tool, NFIB Crime Management, Intel Development, Case Management. These are all currently in development and testing for launch next year but are being designed to maximise Automation of

Business Rules, Triage and prioritisation whilst continually improving the services through machine learning, AI and user led enhancements.

The transformation ultimately aims to via the new service and enhanced technology, intelligence-led, data analysis to:

- Help protect businesses and the public from deception, and block funds transferring to criminal entities.
- Bring more criminals to justice.
- Disrupt organised crime.

The full new service roll out of the FCCRAS transformation will occur in Spring 2024.

DEVELOPING THE SKILLS AND KNOWLEDGE TO TACKLE ECONOMIC AND CYBER CRIME

We will continue to develop and deliver the highest quality training and continuous professional development to satisfy the needs of policing and other law enforcement agencies and government funded international capability building, while generating sufficient income to cover all costs.

The Economic Crime and Cyber Crime Academy has broadened its remit to incorporate cyber crime and successfully adapted and integrated hybrid learning as part of a new strategy created in 2021. Implementing this strategy and developing its cyber offering will form a key part of its priorities over the life of this plan.

We are delivering a National Economic Crime Workforce Strategy with the National Economic Crime Centre that will make recommendations and put actions in place to improve the recruitment, onboarding, upskilling and retention of specialist investigators and staff into the economic crime sphere for policing nationally.

LEADING AND COORDINATING THE POLICE RESPONSE TO ECONOMIC AND CYBER CRIME

We will strengthen the national strategic approach to policing economic and cyber crime and work closely with partners to deliver a whole system response to these threats.

City of London Police is the national policing lead for

economic and cyber crime, responsible for setting the national strategy and coordinating the operational response.

In May 2023, government launched its national Fraud Strategy. Aligned to this, we developed a 5 year National Policing Strategy for Fraud, Economic and Cyber-crime, launched in November. This strategy has identified three key cross cutting objectives across the portfolios which will improve the policing response to fraud, economic and cyber crime, and provides policing partners with deliverable actions to achieve this. We will continue to strengthen and align these portfolios and developing a joint capability strategy across economic and cyber crime. Together, the City of London Police and Corporation have the unique ability to position the UK as the world- leader in tackling economic and cyber crime.

IMPROVING THE POLICE RESPONSE TO FRAUD

We will lead and support implementation of the Fraud Strategy objectives, deliver and coordinate national pursue and protect campaigns against high harm threats and encourage greater prioritisation of fraud across policing.

City of London Police has been working with the Home Office on the national Fraud Strategy which will see increased pursue and protect capabilities across City of London Police and Regional Organised Crime Units over the next three years.

We will continue to coordinate the growth and expansion of regional and national resources in policing directed towards proactive intelligence led activity in response to fraud and economic crime.

City of London Police has been key in the delivery of the new resources under the National Fraud Squad, and jointly lead this new resource with the National Economic Crime Centre. In addition, we are working with Police and Crime Commissioners (PCCs) to influence greater prioritisation of fraud within their local policing and crime plans and seeking a greater involvement from PCCs in supporting victims. We have held our third National Strategic Economic Crime Briefing to all forces Chief Officers and PCC to increase awareness, prioritisation and accountability and continue to visit police forces to support and share good practice. .

We will continue to broaden our investigative caseload to take a more proactive approach to targeting high harm threats and disrupting organised crime groups, working as part of a national network of investigators.

Our units funded by the banking sector, insurance industry and Intellectual Property Office also have an important role in the whole system as their reach extends beyond

the capabilities of individual forces.

Recognising the fundamental need for a whole-system response, we will continue to work closely with key partners and stakeholders, in particular industry which has made a substantial investment in our work to tackle fraud, and the National Economic Crime Centre.

IMPROVING THE POLICE RESPONSE TO CYBER CRIME

The National Police Chiefs' Council Cyber Crime Programme is led by the City of London Police and delivers the police contribution to the UK Government's National Cyber Strategy. The programme is focused on developing the capacity and capability of policing to tackle Computer Misuse Act offending effectively. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre, Cabinet Office and Home Office.

The programme oversees and supports cyber crime units in every force and regional organised crime unit in England & Wales and regional dark web operational teams, providing a comprehensive victim focused service meeting agreed minimum capability standards. The programme has over 30 projects building capacity and capability in areas such as training and development, equipment, technology, policy & process. National procurement has led to efficiencies of nearly £9m and the delivery of world leading capabilities for forces and regions. The programme also supports the operational response to major cyber incidents and oversees operational performance nationally.

The programme has built an effective, integrated policing capability at the local, regional and national level able to respond to major cyber incidents and reported cyber crime across pursue, protect, prepare and prevent.

Our focus over the next year is to become more data and intelligence driven. We will achieve this through a powerful enhancement of our collaboration with business. Critical to this will be the further development of our Cyber Resilience Centres and Police CyberAlarm as important offerings to help protect small and medium sized organisations.

We need to move into the future exploiting the opportunities that modern technology and big data brings. Through working with business large and small, we can start to gather, analyse and use threat data in real time and at scale. Alerting organisations to attacks to help them protect themselves and deliver a more timely impactful policing response – whether that is pursuing UK based criminals, delivering more relevant protect messaging faster and preventing more young people from engaging in cyber crime.



TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION 19

TARGETING ILLICIT FINANCE AND PROTECTING INTELLECTUAL PROPERTY

We will disrupt criminals by targeting the proceeds of crime and support government strategies to strengthen financial investigation, asset denial and money laundering capabilities across policing.

As the national policing lead for economic crime, the City of London Police has responsibility for the National Police Chiefs' Council portfolio for Financial Investigation and Intellectual Property.

The importance and opportunity that financial investigation provides in tackling crime has been recognised by government, leading to significant reform and investment from the Home Office. Over the next three years, we will see the replacement and upgrade of computer systems used across policing, the introduction of new legislation for asset recovery and the introduction of the Anti Money Laundering and Asset Recovery Programme which will deliver objectives set by a refreshed Economic Crime Plan v2 in 2023. We will lead and deliver the uplifted resources provided under this programme which will see significant increase in regional and central capability to reduce money laundering and increase the value of criminal assets recovered.

Stripping criminals of their illicit finances disrupts criminal activity, deprives them of their criminal lifestyles, protects communities from the harm caused by criminal gangs and sends a strong message to those who might otherwise be attracted to criminal lifestyles. Enhanced focus around the illicit finances of serious and organised crime is seeing greater use of legislation in the civil, as well as criminal, sphere of justice. Using intelligence generated from suspicious activity reports and the public/private sectors increased analysis of how organised crime groups are financed is a priority focus for the City's contribution to reducing the harm of serious and organised crime with new investment in capability being made.

The breadth of advice and guidance on the NBCC website continues to grow reinforcing its status as the default location for both business and police when tackling business crime.

The NBCC has introduced a number of national initiatives to support businesses including Safer Business Action (SaBA) Days, which is a joint approach by police, business, private security, Business Crime Reduction Partnerships (BCRPs) and Business Improvement Districts (BIDs) working in partnership to focus resources into designated location to create a significant impact to reduce crime. The SaBA Day concept has received formal recognition from the sector in the form of two awards. The concept was extended to Safer Business Action Week for the national week of action in October, coordinated by the NBCC which saw activity from police forces across the country to target business crime.

Recognising the Business Improvement Districts (BIDs) within the City, the NBCC has carried out a review of the Business Crime Reduction Partnership national standards and is working with a range of partners to implement the report's recommendations to encourage greater engagement with BIDs. The standards provide a nationally recognised accreditation scheme that improves information sharing and business reassurance. The NBCC will continue to work with the City Security Council with support from their Security Industry Authority Seconded to ensure that the City is at the cutting edge to adopt the forthcoming Protect Duty.



REDUCING BUSINESS CRIME

We will continue to position the National Business Crime Centre as the national lead and a conduit for information sharing across business and policing. We will work closely with the Corporation to support business crime reduction in the City.

The business crime portfolio is delivered by City of London Police through the National Business Crime Centre (NBCC) which delivers business engagement across a wide range of disciplines. The depth of knowledge, business insight and breadth of contacts across business, government and policing, has seen the NBCC establish itself as the national business engagement lead.

PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will continually improve our response at every stage of the victim journey, ensuring victims receive the very best support. We will continue to seek charges, prosecution, or satisfactory out of court disposals against perpetrators of crime to ensure victims receive the justice they deserve. Our support to victims through their journey will also ensure ease of reporting and access to the right support. Witnesses who come forward to assist police also need the appropriate care to ensure they remain confident in us and the criminal justice process.

PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO

Putting the victim at the heart of everything we do is a golden thread that runs throughout this policing plan. We will explore new ways victims can report crime and ensure they receive a professional response.

We will continually review our approach in how we support victims of crime, ensuring that they receive the best available service. This will be regularly scrutinised by the Police Authority Board.

The establishment of our Community Feedback Platform is one of our new mechanisms of regular surveying of victims to understand our impact and provide opportunities for learning and service improvement. This tool will also be used to understand Victim feedback in 'real time', enabling us to implement improvements quicker and improve victim experience.

We will ensure all officers and staff are trained in and applying the Victim Code of Practice.

Placeholder – Following Member's Workshop, it was agreed that greater detail is added around our work on our Victim Strategy.

DELIVERING AN IMPROVED CRIMINAL JUSTICE SERVICE

We will work with the Crown Prosecution Service to improve the victim experience throughout the criminal justice process and

implement digital reforms to support swifter justice.

Aligned with national ambition, we will ensure our services support the delivery of swift justice that works in the interests of people and protects UK businesses. We will ensure our staff are well equipped to prepare cases for court and improve in areas such as disclosure, delivering against national action plans locally.

To break the cycle of crime, drug testing of offenders will continue to take place as part of our custody process and the necessary referrals and action taken with partners to divert offenders into treatment and rehabilitation. The launch of our pilot ADHD screening in custody also helps to support our goal to address re-offending by signposting detainees to support agencies.

We will scrutinise our local criminal justice performance data with the CPS, ensuring that victims of crime receive a professional and timely service. We will continue to work to the national plan for digital casefile implementation, using platforms shared by criminal justice partners to improve casefile quality and outcomes for victims. We will continue to work with our partner organisations in custody, recognising this provides an opportunity to deter people away from reoffending. We are able to signpost detainees to over 200 organisations and charities and they can access a confidential listening service whilst in custody provided through our partnership with The Samaritans.

In line with national ambitions, we will incorporate improving support to female victims of violence throughout the criminal justice process into our work.

Throughout this policing plan there are a range of activities that aim to improve our effectiveness in fighting crime and keeping people safe. Our aim is to ensure that we are as effective as we can be at detecting crimes. The City of London Police has one of the highest positive outcome rates nationally and we wish to maintain that position.

ORGANISATIONAL PRIORITIES

We will ensure we deliver a policing service where our people are properly equipped with the right skills, knowledge, equipment and culture. Our code of ethics and values underpin how we treat each other, the public and deliver our service.

PEOPLE

- Support and develop our staff, ensuring legitimacy, transparency and accountability in everything we do.
- Create an environment where diversity of thought and inclusion thrives.
- Ensure the wellbeing of our staff is at the forefront of what we do.
- Ensure our workforce is representative of the communities we serve.
- Attract and retain the best talent, exploiting the opportunities that come with policing an area like the City for London and our national lead roles.
- Ensure open and fair channels for lateral and upward progression.
- Ensuring leadership engagement at all levels.

RESOURCES

- Ensure our buildings and infrastructure are modern and fit for delivering 21st Century policing.
- Ensure our fleet is able to meet the changing environment of the City of London and can respond to the diverse requirements of policing .
- Invest in our information technology, making sure our officers and staff have the information and systems to do their jobs.
- Be innovative and data-driven in fighting crime, embracing new technologies such as machine learning and artificial intelligence.
- Invest in the skills of officers in digital investigations, forensics, intelligence and insight to improve our performance in reducing crime and bringing offenders to justice.
- Use technology to improve the service and communication with the communities we serve.

EFFICIENT AND EFFECTIVE SERVICE

- Ensure efficient and effective use of our funding and resources to provide best value for money, through single service provision, removing duplication and constantly challenging ourselves to be the best we can be.
- Ensure our processes and systems are effective and efficient to support the needs of our communities, for example, making it easy to report crime and access information.
- Ensure our response is tailored to the needs of the communities we serve.
- Work collaboratively with our partners in law enforcement and other sectors to ensure the best outcomes for our communities and victims of crime.
- Ensure, through vigorous workforce planning, that our people are allocated in a way that optimises delivery of these policing plan priorities.

OUR PEOPLE

COMMITMENT TO EQUITY AND BELONGING

We will develop a truly inclusive culture, where our people feel trusted, well led and well supported by each other.

Recruitment, Retention & Uplift

Our commitment to creating a service which truly reflects the community it serves is reflected in recent recruitment initiatives under the police uplift programme, but we know we need to do more. We will continue to provide targeted support to people from under-represented groups throughout the recruitment process and probation period.

With support from our Disability Enabling Network, we are changing the way we conduct our promotion processes to ensure reasonable adjustments are applied, using trained officers to assess request and recommend support. Our working group on retention and exiting continues to explore the future use of retention interviews and learning from best practice of policing and private sector partners.

Police Race Action Plan

Our local Race Action Plan was launched in November 2023. Our Positive Action Leadership Scheme supports officers and staff from under-represented groups to develop laterally and through promotion. Increased audience numbers highlights its benefit. This has been complemented by our Sponsorship Programme for ethnic minority officers and staff, reinforcing our commitment to a more diverse and inclusive leadership team. We are committed to becoming an anti-racist organisation that black people can trust. Our plan demonstrates our zero-tolerance stance on racism and determination to make further progress in collaboration with all staff networks and associations, especially the Black Police Association (BPA). Together, we will work towards creating an environment that promotes trust and inclusivity, acknowledging that while progress has been made, much more work is needed. Creating a culture of inclusive leadership is a crucial focus for us more generally. We have refreshed our Core Leadership Programme and Management Development Programme for supervisors and first-line managers. This is aligned to our promotion framework and performance development process, where leaders are required to demonstrate their contribution to equity, diversity and inclusion.

Our Inclusivity Programme was highlighted by the College of Policing Nationally as an example of innovative practice. This programme takes a modernised approach to diversity training, all officers and staff are able to choose from a selection of different inputs every 6 months aimed at improving awareness and understanding of topical issues, encouraging participants to reflect on the significance of creating an inclusive culture. Delivered with blended learning in mind, they ensure that different learning styles are taken into account, as well as considering accessibility for all. We are one of the first police services to deliver active bystander training as part of this programme, equipping officers and staff with tools to identify inappropriate behaviours and the confidence to call them out.

Complementing the Inclusivity Programme will be a series of proactive audits of team which looks at the conduct and culture. The results of the cultural audit will provide managers with an understanding of underlying issues and tools to address these. They will also give the force an understanding of risk areas or emerging themes needing closer attention and action.

This year we published a new Equity, Diversity and Inclusion Strategy (2024-2027) which also outlines our aim to be the most inclusive police service in the country. This Strategy holds the force to account on a number of key EDI thematic areas, including our work to improve our workforce composition of under-represented groups, and improving our community response to hate crime.



INDEPENDENT ADVISORY AND SCRUTINY

The City of London Police has an established Independent Advisory and Scrutiny Group (IASG). The group is made up of a wide range of people from different backgrounds. The group provides an independent view and advice on the strategic development and delivery of our policing services. Additionally, the group provides independent assessment on the legitimacy of our activity in relation to use of stop and search powers and use of force, and over internal processes such as recruitment and promotion. Over the course of this plan, we will work with the group to develop their membership and the scrutiny work they do across the service. **We have recently formed a Youth IASG to afford a valuable insight into the views and experiences of young people regarding policing.**

The Police Authority Board plays a vital role in helping the City of London Police to build and maintain public trust. In undertaking this role, the Police Authority continues to:

Ensure equality of opportunity	Eliminate bias	Embed diversity and inclusion	Maintain a zero tolerance to racism
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Embedding diversity and inclusion and eliminating bias requires continuous review, education, training and monitoring, by both policing and the bodies that have oversight of policing. Both the Police Authority Board and its Professional Standards and Integrity Committee ensure complaints with any racial allegations are closely scrutinised, monitors diversity in officer and police staff

numbers and ensures that stop and search data is published and monitored. Through this scrutiny, our plans on diversity and inclusion are closely monitored and challenged.

AN ORGANISATION THAT LEARNS FROM EXPERIENCE AND CONSTANTLY STRIVES TO IMPROVE

Policing is difficult and complex. We will continue to embed a culture of continuous learning and development and a culture where we encourage our staff to seek out lessons from other organisations, experiment and test new ideas and more consistently use feedback from colleagues, partners, public and academia to improve our approach.

We will actively capture learning and embed appropriate reform from policing events and failures, such as recommendations from the Operation Hotton report, Baroness Casey Review and Child Q report. This is monitored through our Renewing and Rebuilding Trust and Confidence Board.

We also remain focused on recommendations for improvement from HMICFRS, the College of Policing and others to ensure we are continually striving for excellence in all we do.

We will prioritise learning and development for our staff to provide the very best technical skills to do the job, but also developing skills around leadership, performance improvement and diversity and inclusion. We will focus on evidence-based policing and encourage use of academia to deliver better services.

OUR RESOURCES

Our Policing Plan is underpinned by investment in future technologies, equipment and estates that enable us to be at the forefront of policing and emerging crime threats.

Over the life of this plan, we will develop a portfolio of change to ensure the City of London Police remains an effective and efficient force. Our roadmap of change summarises some of the key programmes within the portfolio, which will enhance capabilities and deliver a better service for the public.

We will consider how technology can encourage greater participation of the public in policing and continue to transform and exploit technology to assist and support how we engage with our communities across the City.

This year, as part of the establishment of our new data lab, we will see the launch of Phase 2 of Power BI which will ensure that a new data infrastructure is in place to improve our understanding of current and future demand to meet the needs of all our communities.

We will improve data quality, security, accessibility and availability to improve outcomes for the public. We will continue to improve the data literacy of our workforce, and ensure our officers and staff are well trained in digital investigation and forensics to be at the forefront of crime investigation.

We will continue to develop a mobile-first, cloud-first approach to ICT, providing secure and easy access to the data that we need across a range of platforms, delivered at point of need, reducing the reliance on officers returning to the workplace to complete their tasks. This will involve an investment of over £3.5 million over 3 years. We will ensure our data is available to our people to support timely

and informed decision-making, as well as continuing to support the public interest in greater transparency of how we police. We will implement a new command and control system by 2025, ensuring our intelligence, custody and prosecutions systems are integrated and interoperable with the Metropolitan Police Service solution.

Progressive work continues with the Corporation of London to modernise our police estate, ensuring officers and staff are accommodated in modern, fit-for-purpose facilities and we reduce our carbon footprint. We will embrace new ways of working to maximise the efficiency of our estate. We will look for opportunities to ethically generate income, through activities such as training and other services.

Our fleet is another important area for development over the next three years with an investment of £1.2 million. With the changing nature of the City roads to a more car-free and pedestrianised area, we will assess the most effective way to patrol. Whilst policing will always need traditional vehicles to respond to emergencies and carry equipment and people, we need a different fleet in the future.

In partnership with the Corporation of London, we have a key role in safeguarding and promoting the City's future. We will continue to work together to reduce the impact we have on the environment and at the same time support the changing and future economic plans of the City of London. We will take a balanced approach to sustainable policing, demonstrating budgetary responsibility, promoting economic, social and environmental development, but ensuring increasing the trust and confidence the public have in us as a police service remains our main goal.



EFFICIENT AND EFFECTIVE SERVICE

To note: Financial chapter is a placeholder awaiting reconciliation in Feb 2024. Outcome of CSR also to be updated.

FUNDING

Like all police forces in England and Wales, most of our funding is from the Home Office. This is in the form of a core grant to cover the basic operations of policing, as well as specific grants. These cover areas such as counter terrorism policing and where we take a national lead role in areas such as fraud and cyber crime.

Unlike other PCCs, the Corporation do not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the Corporation applies a Business Rates Premium on businesses in the Square Mile. This funding goes towards security and policing within the City of London.

In partnership with the Corporation, we are creating a sustainable medium-term financial plan that creates the capacity to invest in vital police services, through increased local funding and mitigating the pressures of rising costs.

With our unique location and proximity to the financial centre of the country, we also partner with the financial services industry in the fight against economic crime.

FUNDING 2023/24 – PIE CHART BREAKDOWN

Around two-thirds of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2023/24 the budget provides for a force establishment of 517 full time equivalent (FTE) police staff and 978 FTE officers.

To make sure our expenditure does not exceed our funding in 2023/24, we will need to sustain some £12m prior year savings and mitigations made since 2020/21 and add £8.6m new ones in 2023/24. We will continue to look at opportunities to manage our budget challenges through:

- Improved procurement;
- Reviewing supplies and services;
- The use of proceeds from seized assets;
- Review of support services and supervision ratios;
- Improved working patterns to match need;
- Efficient business support;
- Improving supervision ratio;
- Reducing overtime; and
- Improved use of mobile technology and agile working.

EXPENDITURE 2023/24 - PIE CHART BREAKDOWN

CORPORATE SERVICES REVIEW

The Corporate Services Review has been completed and delivered a sustainable cost saving to core grant funding while strengthening capabilities in priority areas including strategic planning, data exploitation and analysis, and counter corruption.

INSPECTION, AUDIT & IMPROVEMENT

Placeholder – further narrative to be added.

To ensure we continue to deliver policing services at the expected level, we are regularly engaged and held to account with inspections from His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). This is an independent body that inspects all police forces across England and Wales, which, as part of the process delivers strategic inspection reports that make recommendations and identify areas for improvement.

These inspections include standalone thematic inspections, which focus on a specific area or social thematic review derived from a commission from government, and the Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection process which assesses the overall strategic performance of a force.

In consultation and with the Police Authority, we have set out an ambitious programme of improvement which will seek to achieve Good and Outstanding grades in all areas by 2026.

All of our strategic inspection and audit reports are reported to our Police Authority Board, which retains oversight on the implementation of recommendations and areas for improvement. The result of all these programmes is to continually drive improvement in all aspects of services to ensure that we deliver an efficient and effective police service.

TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION

PERFORMANCE MEASURES

MEASURE	POLICING PLAN PRIORITY
Reduce neighbourhood crime (neighbourhood crime consists of; burglary residential, robbery personal, vehicle crime and theft from the person offences) ¹	Keep those who live, work, and visit the city safe and feeling safe
Reduce violent crime (violent crime consists of; homicide, violence offences, stalking and harassment and sexual offences)*	Keep those who live, work, and visit the city safe and feeling safe
Reduce anti-social behaviour	Keep those who live, work, and visit the city safe and feeling safe
City of London Police positive outcome rate is higher than the national average (charge, caution, community resolution)	Keep those who live, work, and visit the city safe and feeling safe Protect the UK from the threat of economic and cyber crime
National positive outcomes for economic and cyber crime are increased (charge, caution, community resolution)	Protect the UK from the threat of economic and cyber crime
Law enforcement capabilities to tackle economic and cyber crime are developed through training and accreditation	Protect the UK from the threat of economic and cyber crime
Action Fraud victim satisfaction levels are improved	Put the victim at the heart of everything we do
City of London Police victim satisfaction levels are improved	Put the victim at the heart of everything we do
City of London Police is a psychologically and emotionally healthy place to work (bi-annual measure)	Our people
City of London Police workforce engagement levels are increased (annual measure)	Our people
City of London Police recruitment activity is improving how well its workforce reflects the communities it serves	Our people
Financial outturn is within 1% of forecast (bi-annual measure)	Our resources
Staff agree they are well equipped to do their job (annual measure)	Our resources
The public feel safe	Efficiency and effectiveness
The public have confidence in City of London Police	Efficiency and effectiveness

SECTION 03

DELIVERING THE PLAN

PRIORITY CHANGE PROJECTS

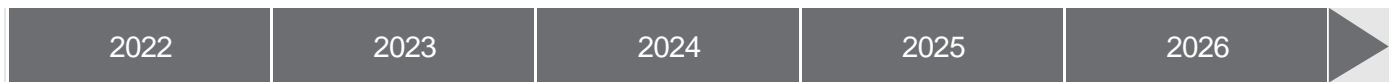
Placeholder – this section is currently under review following Member’s Feedback session.

To meet the ambitions of this plan, we cannot stand still. We will ensure we have the right change programmes to modernise and professionalise our service delivery.

The City of London Police is delivering a series of projects across our operational and organisational capabilities to improve the service we deliver to our communities. We will use innovative approaches and technological advances to make our processes more efficient and

effective, delivering a better service to the public by releasing officer and staff time to focus on enhanced and increased visibility in our local area.

A high-level representation of current programmes and projects is shown below:



OPERATIONAL PROJECTS:

Secure City, ongoing to 2026 and beyond.

Fraud and Cyber Crime Reporting Service, ongoing to end of 2024.

Cyber Crime programme, ongoing to end of 2025.

Improved contact, command and control, ongoing to end of 2024.

Improved forensics, ongoing to mid 2025.

Improved interoperability with Criminal Justice Service, ongoing to mid 2026

ORGANISATIONAL PROJECTS:

Ethics, culture and leadership development, ongoing to end of 2024.

Police accommodation, ongoing to 2026.

National Enabling Programme, ongoing to 2026.

Enhanced data and analytics programme, ongoing to mid 2024.

Fleet improvement, ongoing to the end of 2025.

WORKING COLLABORATIVELY

We recognise we cannot deliver everything in this plan alone. We will work closely alongside a broad range of partners, from local to national and international (including British and other governments) to ensure our service is effective and efficient in protecting victims and communities. Engagement will be further developed with the implementation of the Stakeholder Engagement Plan, which underpins this Policing Plan.

CITY OF LONDON CORPORATION

Our partnership work with the Corporation of London includes planning for large scale events, the Secure City programme and accommodation programme, tackling antisocial behaviour and safeguarding vulnerable adults and children.

METROPOLITAN POLICE (MPS) AND BRITISH TRANSPORT POLICE (BTP)

We deliver several services with the MPS and BTP to protect London and provide seamless policing service across the capital. We also work with agencies such as Transport for London, ensuring a consistent and coordinated approach to tackling issues within London. Additionally, we work with a number of other forces across a range of matters, including protective security, fraud, intelligence and threats that extend across force boundaries.

SAFER CITY PARTNERSHIP (SCP)

Our work with the SCP tackles local crime and antisocial behaviour, ensuring a coordinated, cross-sector approach to these issues. The partnership plays a crucial role in promoting crime prevention in the City of London.

PRIVATE INDUSTRY ASSOCIATIONS

Our work tackling fraud particularly benefits from close association with UK Finance, Association of British Insurers and CIFAS, amongst others.

INTERNATIONAL ORGANISATIONS

We have forged alliances with groups such as the Global Cyber Alliance, Homeland Security in the US and numerous police forces and other jurisdictions. This helps us to tackle issues relating to organised crime and protective security, which ultimately benefits the City of London and UK citizens.

NATIONAL CRIME AGENCY AND NATIONAL ECONOMIC CRIME CENTRE

Our national lead force responsibilities mean we work closely with other national agencies, both strategically and operationally to protect the UK from serious threats.

ROLES AND RESPONSIBILITIES

The City of London Corporation's Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Authority Board and its sub-committees.

THE ROLE OF THE POLICE AUTHORITY BOARD IS TO ENSURE:

- The City of London Police runs an effective and efficient service by holding the Commissioner to account.
- Value for money in the way the police is run.
- Policing priorities are set considering the views of the community and in accordance with the wider requirements of the Police Act 1996.

The work of the Police Authority Board is supported by a Police Authority Team, which ensures the Police Authority's obligations are effectively and efficiently discharged.

The Town Clerk and Chief Executive of the Corporation, who is also the Chief Executive of the Police Authority, works closely with the Chair of the Police Authority Board and all Members to ensure that there is an effective and efficient police service in the City.

The Chamberlain of London is the Section 151* Officer for the City of London Police Authority and performs the functions of the Treasurer to the Authority.

The Comptroller and City Solicitor is the Authority's Monitoring Officer.

Police Authority Board Committee details can be accessed through the below link:

[Committee details - City of London Police Authority Board - Modern Council](#)

THE ROLE OF THE COMMISSIONER OF POLICE

- Keeping the communities of the City of London safe and secure.

- Ensuring our national lead force functions are discharged efficiently and effectively.
- Delivering efficient and effective operational policing which responds to the needs of the public.
- Managing resources and expenditure by the police service.

THREE EXTERNAL BODIES WORK CLOSELY WITH THE CITY OF LONDON POLICE TO SET STANDARDS AND SCRUTINISE PERFORMANCE:



His Majesty's Inspectorate of Constabulary and Fire and Rescue Services is the inspection body which provides regular annual and thematic inspections

HMICFRS - Home

<https://www.justiceinspectors.gov.uk/hmicfrs/>



The College of Policing sets the standard for policing and carries out research

Working together | College of Policing

<https://www.college.police.uk>




The Independent Office for Police Conduct oversees the complaints process nationally

Independent Office for Police Conduct


<https://policeconduct.gov.uk>


CONTACT US




 www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority

 Provide feedback on this plan via: www.cityoflondon.police.uk

 **101** Non-emergency police number, in an emergency always dial **999**



 Textphone service **18001 101**

 Follow us on twitter **@CityPolice**

 Like us on Facebook

PUBLIC ENQUIRIES AND REPORTING CRIME:

 www.cityoflondon.police.uk

 Bishopsgate Police Station
182 Bishopsgate, London, EC2M 4NP
Open 24 hours  Headquarters (not open to the public) City of London Police
Guildhall Yard East, Guildhall Buildings London
EC2V 5 Anti-terrorist hotline **0800 789 321**



Agenda Item 8

Committee(s): Resources, Risks and Estates Committee (RREC) Police Authority Board (PAB)	Dates: 27 November 2023 13 December 2023
Subject: Revenue and Capital Budget Monitoring Update – Q2 2023/24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	
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: Commissioner of Police Pol 136-23	RREC - For Information PAB – For Decision
Report author: Chief Finance Officer & Deputy CFOs	

Summary

This covering report accompanies a slide pack detailing the City of London Police’s revenue and capital budget monitoring position at quarter two (Q2) for 2023/24.

Revenue:

At the end of Q2 2023/24 both expenditure and income are forecast to be the £214.7m, resulting in a breakeven position (summarised in Slide 1-11), this compares to an original expenditure and income budget of £189.8m. The variance of £24.9m is mainly due to additional specific grants being received in year for National Fraud activities (£20.9m) of which £19.5m is to support resourcing in other forces and £2.4m of Home Office funding to support the increase in officer and staff pay. As at Q1, whilst the Q2 revenue outturn position is assessed to be breakeven, embedded within the forecast, are a number of assumptions and dynamic variables which may impact to the final outturn position.

Pay:

In line with other Police Forces, the budget and Medium Term Financial Plan (MTFP) for 2023/24, assumed a 3% pay increase for officer and 2% for staff. Against this backdrop, the Government in July 2023 announced a 7% increase in police officer pay for the majority of officers from 1 September 2023. For CoLP this is a £1.7m cost pressure above plan. Whilst, the Home Office has announced £330m of additional funding to mitigate the impact of both an officer and staff pay awards above a baseline 2.5% increase. The Force’s share of the grant in 2023/24 has been confirmed as £2.4m. The funding distribution methodology, however, is based on current core grant allocations which excludes £11.3m of Capital City and Precept grant funding as well

as £50m of specific grants which support National Lead Force activities. In total this funding provides for approximately 30% of the workforce and an early assessment suggests that allocating the grant in line with funding formula shares will add a further cost pressure of c.£0.75m this year and, if continued, £1.3m per annum to future years. A representation has been made to the Secretary of State in relation to the funding distribution methodology.

Over and above the national pay award, a further £0.5m cost pressure has arisen due to an £1,000 increase in the London Allowance mirroring the Metropolitan Police Service's decision to enhance police officer pay. Whilst it is considered that the 2023/24 pressure of wage price inflation can be met through in year savings - principally staff vacancies – the full year impact of an increase in the London Allowance is some £1.1m, which taken together with the pay pressures highlighted above presents a significant Medium-Term Financial Plan (MTFP) risk as the staff numbers move on a trajectory towards full establishment.

The Autumn MTFP update which is also on the agenda incorporates these updated assumptions.

Uplift Maintenance:

The maintenance of police officer numbers remains a key risk for 2023/24 with £2m of ringfenced funding in 2023/24. The funding is dependent on the maintaining an officer headcount of 986 with Home Office measure points at the end of September 2023 and March 2024. The Force has also committed to recruit an additional 10 officers to assist with the achievement of national targets. For each additional post, the Home Office have agreed to provide £15,000 in September and £30,000 in March 2024. However, any shortfall against the 986 target in September and March will result in £40,000 being withheld from the ringfenced funding up to a maximum of 20 officers at each measurement point. The September 2023 target was met, and current projections (Slide 11) indicate that the 996-headcount target will be achieved on 31 March, but this will be closely monitored through internal governance processes.

Action Fraud Contact Centre:

The Q2 forecast includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24.

In support of the Q2 monitoring position:

Slide 12 provides a breakdown of overtime in Q2 by business area, highlighting an indicative overspend of some £0.7m. Following a £2m overspend in 2022/23 measures have been implemented to control overtime but the outturn is also dependent on external events and the forecast will be developed each month accordingly.

Slides 13-15 provides an outturn summary for each of the business areas. The narrative highlights that whilst the Force is operating at headcount target levels the development of student officers means the allocation is heavily towards Local Policing, with vacancies in other areas.

Slide 16 provides a breakdown of the Forces £8.6m mitigations target for 2023/24 and commentary on achievement. Current projections suggest that whilst in total the mitigations target will be met or exceeded there are some specific risks to fully realising all of the mitigations in 2023/24, particularly in relation to Action Fraud costs, rank/ratio savings and the impact of pay awards on the ability to recover full cost from funded activities where grants are “cash flat”.

Slides 17-19 gives an overview of historic receipts from the Asset Recovery Incentivisation Scheme (ARIS), a forecast for 2023/24 of £0.5m and a schedule of approved Proceeds of Crime Act (POCA) funded revenue projects and expected spend in 2023/24. A summary of the benefits and outcomes of the POCA funded initiatives will be provide during Q3-Q4 2023/24.

Slide 20 provides an update on the Forces reserves position including a planned £2.9m drawdown from the Proceeds of Crime Act (POCA) reserve for schemes which have been reviewed and approved by the Chief Officer Team and a proposed £2.6m drawdown from the General Reserve to repay the remaining balance on the Action Fraud loan (£2m) and the ULEZ vehicle replacement loan (£0.6m).

Slide 21 details the forecast outturn against the £1m Police Authority Board Team budget for 2023/24. Overall the Q2 outturn forecast is expected to be to budget after allowing for potential Corporation recharges, hearing costs, some jointly funded work with the Force and some small grant giving activities.

Capital:

Capital expenditure in Q2 of 2023/24, to 30 September 2023, amounted to £4.8m (summarised in **Slide 22**. This comprises three main elements:

1. **CoLP Capital Programme** – projects developed and managed by CoLP, with a total budget of £25.2m, including £1.4m of Capital expenditure which slipped from the 2022/23 prior year programme. Capital expenditure to the end of Q2 amounted to £4.0m and it is forecast that outturn spend for the year will be £21.7m, representing a budget underspend of £3.4m, largely due to rephasing of £2.8m

FCCRAS spend to 2024/25 and delivery of the horse box (£400k) also slipping to 2024/25.

Of the total expenditure at Q2 of £4.0m, £3.8m relates to FCCRAS which is marginally lower than anticipated at this stage but is an acceleration from the £136k spent at Q1 due to stage payments and invoices having largely caught up during Q2.

- **Slide 23** provides a breakdown of forecast CoLP capital spend against each project in 2023/24;
 - **Slides 24-26** provide notes on variations to budget; and
 - **Slide 27** provides a breakdown of how the capital spend will be funded.
2. **Strategic projects** – funded by the Corporation, comprising the Secure City Programme and the Accommodation Strategy. Expenditure to the end of Q2 of 2023/24 amounted to £641k.
 3. **Legacy projects** – again funded by the Corporation, comprising a few legacy schemes which predate 2021/21 which are now nearly complete and due to be finalised. Expenditure to the end of Q2 of 2023/24 amounted to £105k.
 - **Slides 28 and 29** provide further details on the strategic and legacy projects.

Supplementary Revenue Projects

In addition to the capital projects noted above, CoLP also undertakes projects which are deemed to be revenue in nature, referred to as Supplementary Revenue Projects. Expenditure to the end Q2 of 2023/24 amounted to £144k, with forecast outturn spend for 2023/24 amounting to £178k.

- **Slide 30** provides a breakdown of spend against each SRP in 2023/24; and
- **Slide 31** provides a breakdown of how the SRP forecast outturn spend is to be funded.

Capital / projects next steps

A separate report is on your agenda today setting out that significant work is underway to formalise and professionalise the approach to project management within CoLP including the introduction of a tested and robust prioritisation process, a comprehensive assessment phase to fully understand requirements and an upskilling of existing capabilities to support.

This will provide confidence in the delivery of change, a comprehensive and collective understanding of financial planning and spend, alongside a greater understanding and mitigation of risk and demands to inform the direction of CoLP.

As the picture emerges of the projects approved to proceed, the slides attached to this report will be updated to include the one-off implementation costs of those projects, their phasing where over more than one year, and how those costs will be financed.

Recommendations

Members of the Board are asked to note:

- i. the revenue and capital monitoring position at Q2 and forecast outturn for 2023-24 as set out in this covering report and accompanying slide pack; and

Member of the Police Authority Board are asked to:

- ii. ii) approve the proposal to apply £2.6m of the General Reserve to repay the remaining balance on the Action Fraud loan (£2m) and ULEZ vehicle replacement loan (£0.6m).

Appendices

2023/24 Q2 revenue and capital monitoring slide pack (of 31 slides as referred to in this covering report).

Contact

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Resources, Risks and Estates Committee (RREC)
Police Authority Board (PAB)

Revenue & Capital Monitoring 2023/24 (Q2)

Page 103
Dates: 27/11/2023
13/12/2023



Revenue Monitoring 2023/24 (Q2) – Headlines

Revenue: Overall, a outturn breakeven position is forecast at Q2 with a higher provision (£1.9m) for the direct revenue financing (DRF) of capital expenditure (Q1 Breakeven, with a £1.4m DRF contribution)

Contained in the forecast are several other key variances:

- A £1.4 overspend against Officer Pay due to a 4% higher than budgeted officer pay award (£1.7m), plus a £1,000 increase in the London Allowance for officers (£0.5m), this is net of a £0.8m rank ratio saving due to a higher proportion of student officers;
- an increase in overtime of £0.7m due to funded work and other operational activities (Table 3);
- A £0.5m overspend against injury awards, commuted pension lump sums & apprenticeship levy budgets due to an under provision compared to the 2022/23 outturn;
- A £0.4m pressure against premises budgets due to several backdated electricity charges at Bishopsgate;
- The Q2 forecast includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24.
- £0.5m higher than budgeted transfer to reserve in respect of Asset Recovery Incentivisation Scheme/Proceeds of Crime Act receipts.

These cost pressures have been largely offset by:

- A £2.7m underspend against Staff pay mainly due to vacancies (£4m) net of - an average 7% - staff pay award (£1.5m);
- Receipt of a £2.4m of Home Office Pay award grant; and
- £0.8m of other income, including an Uplift over-recruitment grant and secondment revenue.



Revenue Monitoring 2023/24 (Q2) – Headlines

Since the 2023/24 budget was set Government Grant income has increased by some £20.9m due to new funding for National Lead Force (NLF) Activities such as the Anti-Money Laundering Act Regulations (AMLAR) and cybercrime / cryptocurrency grants. Of this £19.6m will be transferred to other police forces and will be expensed through supplies and service (£3.3m) third party payments (£16.3m) in the 2023/24 budget. The remaining £1.3m will fund temporary growth in CoLP's staffing establishment.

2023/24 Mitigations target = £8.6m

Current projections suggest that with substitute mitigations (recharging to funded work) £8.6m of mitigations will be delivered. Table 5 indicates that there is risk to delivering in full both the reduction in Action Fraud exceptional costs (£1.1m risk) and the rank/supervisory ratios (£0.2m risk). Members should note, however, that the saving of Action Fraud exceptional cost should be achieved from 24/25 as the Force moves into the new Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) delivery model.

Asset Recovery Incentivisation Scheme (ARIS) / Proceeds of Crime Act (POCA)

Receipts from the ARIS scheme are expected to be c£0.5m in 2023/24 – see table 6, slide 17, with revenue expenditure funded from the POCA reserve estimated to be £2.964m as detailed in Table 7, with the impact on Reserves shown in Table 7, slide 20.

Police Authority Board (PAB): The forecast outturn for the Police Authority Board Team is £1m against an annual budget of £1m (breakeven position). The forecast includes provisions for potential Corporation recharges, hearing costs and some jointly funded work with the Force (eg demand analysis) in addition to expenditure relating to a small grant giving programme.

Key variances at Q2 are explained in slides 4-9 with an accompanying “bridge” analysis on slide 10.



Revenue Monitoring 2023/24 (Q2) – Summary Table

Summary: The Q2 revenue outturn forecast remains a breakeven position as per Q1 with a higher provision (£1.8m) for the revenue financing of capital expenditure. Explanations for key variances are set out in the following slide deck.

Table 1: Summary Q2 2023/24 Revenue Position	Year to Date			Forecast Outturn		
	Budget £m	Actual £m	Variance (Better)/ Worse £m	Budget £m	Forecast £m	Variance £m
Officers pay cost	34.9	34.4	(0.5)	70.6	72.0	1.4
Staff Pay cost	15.7	14.2	(1.5)	32.4	31.4	(1.0)
Overtime	0.7	1.2	0.5	2.2	2.9	0.7
Other pay costs	1.3	1.5	0.2	25.9	26.5	0.5
Total Pay Costs	52.6	51.3	(1.3)	131.1	132.7	1.7
Total Non-Pay Costs	27.1	24.1	(2.9)	58.8	82.0	23.2
Total Expenditure	79.7	75.4	(4.2)	189.8	214.7	24.9
Income	(31.6)	(37.2)	(5.7)	(86.6)	(111.1)	(24.5)
Funding	(48.1)	(38.2)	9.9	(101.0)	(101.0)	0.0
Use of reserves	0.0	0.0	0.0	(2.2)	(2.6)	(0.4)
Total Income & Funding	(79.7)	(75.4)	4.2	(189.8)	(214.7)	(24.9)
(Surplus)/ Deficit	0.0	0.0	0.0	0.0	0.0	0.0



Revenue Monitoring 2023/24 (Q2) – Detailed Table

Table 2 Detailed Q2 2023/24 Revenue Position	23/24 Latest Budget	Budget (Q2 YTD)	Actual (Q2 YTD)	Variance YTD +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)	Notes
	£m	£m	£m	£m	£m	£m	
Pay							
Officers	70.6	34.9	34.4	(0.5)	72.0	1.4	(i)
Staff	32.4	15.7	14.2	(1.5)	31.4	(1.0)	(ii)
Overtime	2.2	0.7	1.2	0.5	2.9	0.7	(iii)
Agency	0.8	0.2	0.4	0.2	1.0	0.2	
Police Officer Pension	23.0	0.0	0.0	0.0	23.0	0.0	
Indirect employee costs	2.1	1.1	1.1	0.0	2.5	0.4	(iv)
Total Pay	131.1	52.6	51.3	(1.3)	132.7	1.7	
Non-Pay							
Premises Costs	2.9	1.8	2.0	0.2	3.4	0.4	(v)
Transport Costs	2.7	1.4	1.3	(0.0)	2.8	0.0	
Supplies and Services	37.1	18.5	17.3	(1.2)	41.2	4.1	(vi)
Third Party Payments	12.3	5.3	3.4	(1.8)	28.5	16.2	(vii)
Unidentified Saving	0.0	0.0	0.0	0.0	0.0	0.0	
CoL Support Services	3.3	0.1	0.1	0.0	3.3	0.0	
Capital Charges	0.5	0.0	0.0	0.0	2.4	1.9	(viii)
Transfer to Reserves	0.0	0.0	0.0	0.0	0.5	0.5	
Total Non-Pay	58.8	27.1	24.1	(2.9)	82.0	23.2	
Total Expenditure	189.8	79.7	75.4	(4.2)	214.7	24.9	
Income							
Specific Grant	(69.7)	(23.4)	(31.9)	(8.6)	(93.5)	(23.8)	(ix)
Partnership	(13.5)	(6.4)	(3.7)	2.7	(14.2)	(0.7)	(x)
Fees & Charges	(3.4)	(1.6)	(1.6)	(0.0)	(3.4)	0.0	
Transfer from Reserves	(2.2)	(0.2)	(0.0)	0.2	(2.6)	(0.4)	(xi)
CoLP Core Funding	(101.0)	(48.1)	(38.2)	9.9	(101.0)	0.0	
Total Income	(189.8)	(79.7)	(75.4)	4.2	(214.7)	(24.9)	
Underlying Deficit	0.0	0.0	0.0	0.0	0.0	0.0	

Revenue Monitoring 2023/24 (Q2) – Variance Analysis

Police Uplift Maintenance: £2m of ringfenced funding in 2023/24 is dependent on the maintaining an officer headcount of 986 with check points at the end of September 2023 and March 2024. The Force has also committed to recruit an additional 10 officer to assist with the achievement of national targets. For each additional post, the Home Office have agreed to provide £15,000 in September and £30,000 in March 2024. However, any shortfall against the 986 target in September and March will result in £40,000 being withheld from the ringfenced funding up to a maximum of 20 officers at each check point.

As shown in slide 11, the 996-headcount target was achieved September 2023. This has secured 50% of the ringfenced funding above plus £0.3m of funding to support the over-recruitment target of 10 officers. The maintenance of Officer numbers will continue to be closely monitored through internal governance processes.

(i) Police Officer Pay: Overspend £1.43m (Q1 £1.3m). The Q2 forecast overspend is mainly due to the combination of a 7% officer pay award from September 2023 (£1.7m) and £1,000 increase in the London Allowance (0.5m) from the same date. Whilst these cost pressures can be met through in year savings – principally staff vacancies - and additional Home Office pay award grant income (see below). The full year impact of an increase in the London Allowance (£1.1m) taken together with the these pay pressure highlight a significant downstream Medium Term Financial Plan (MTPF) pressures. The Officer pay outturn assumptions also include savings of £0.8m due to there being a higher proportion of junior officers compared to the Forces target operating policing model. These vacancies have been held to ensure that the Force remains within its agreed officer establishment (978 FTE) and as counterweight to recruiting a higher number of student officers. Most of the student officers (124) are attached to Local Policing which has resulted the adverse outturn (£3.8m overspend) in this business area (see slide 11).



Revenue Monitoring 2023/24 (Q2) – Variance Analysis

(ii) Staff Pay: The outturn at Q2 is forecast to be an underspend of £1m (Q1: £0.9m). The outturn assumptions include a £1.4m pay pressure due to the c7% staff pay award, plus £1.7m of unbudgeted expenditure relating to ECRS, AMLAR, Fraud Reform, POCA and fees and charges which were agreed after the 2023/24 budget was set. These additional pay cost are fully funded through additional Government grants and other income. Embedded in the net underspend, therefore, is £4m saving due to continuing staff vacancies as reflected in slide 9. A workforce plan has been developed to progress staff recruitment from 423 FTEs in September to the budgeted establishment of 517. With a 7% pay award baked into staff salaries, progressive increases in staff numbers towards 517, combined with further wage inflation in 2024/25 will create a £2.9m Medium Term Financial Plan pressure which will need to be mitigated.

Home Office Pay Award Grant In June 2023, the Home Office confirmed that it would provide additional funding for policing over the Spending Review period of £330 million in 2023-24 and £515 million in 2024-25 to support an increase in pay for all police staff and officers above 2.5%. The Force will receive £2.4m in 2023/24 and a further £3.8m is expected in 2024/25. As noted at Q1, the funding distribution methodology, however, is based on current core grant allocations which excludes £11.3m of Capital City and Precept grant funding as well as £50m of specific grants which support National Lead Force activities. In total this funding provides for approximately 30% of the workforce and an early assessment suggests that allocating the grant in line with funding formula shares will add a further cost pressure of c.£0.75m this year and, if continued, £1.3m per annum to future years.

(iii) Overtime: overspend £0.72m as at Q2, which includes £0.35m of “recoverable” events. This is an increase of £0.25m against the Q1 forecast, although when taking in to account the increase in recoverable events the net increase on the Q1 forecast is £0.09m. This is due to updated forecasting based on actual costs to Q2 which incorporate the impact of the pay and officer pay awards (c7%) in overtime rates. Following a £2m overspend against budget in 2022/23 measures have been put in place to control overtime and this continues to be reported to the Force’s Strategic Finance Board on a monthly basis – See Table 3. Overtime, however, remains a key risk due to the influence of external events and therefore the forecast will be developed each quarter.



Revenue Monitoring 2023/24 (Q2) – Variance Analysis

(iv) Indirect Employee Costs: £0.4m overspend. This is due to an under provision for injury awards and apprenticeship levy costs in the 2023/24 budget, these will be reviewed in the 2024/25 budget setting process.

(v) Premise costs: £0.4m overspend. This is mainly due to the to several backdated energy bills being received in Q2, due to a faulty meter in Bishopsgate.

(vi) Supplies and Services: £4.1m overspend. This is mainly due to a combination of additional unbudgeted costs relating to new funded activities (£3.3m) including Enhanced Cyber Reporting Service (ECRS), Anti Money Laundering Act Regulation (AMLAR) & Fraud Reform. The Q2 forecast includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24. There are further cost pressures in relation to professional fees for legal services, IT and Information Management Services costs of £0.3m which have been partially offset by equipment underspends on supplies and services budgets of £0.6m by the Tactical Firearms Group (TFG) within Local Policing. This is due to recruitment delays in this Specialist Unit which has suppressed expenditure equipment and training.



Revenue Monitoring 2023/24 (Q2) – Variance Analysis

(vii) Third Party Payments: £16.2m overspend. These are transfer payments to other forces and Regional Organised Crime Units (ROCU) for National Lead force activities with the expenditure matched by an increase in Home Office grant income.

(viii) Capital Charges: £1.9m overspend: This variance is due to a higher planned contribution to the financing of capital expenditure. This is balance of any forecast outturn underspend and proposed to minimise internal borrowing and reduce future borrowing risks.

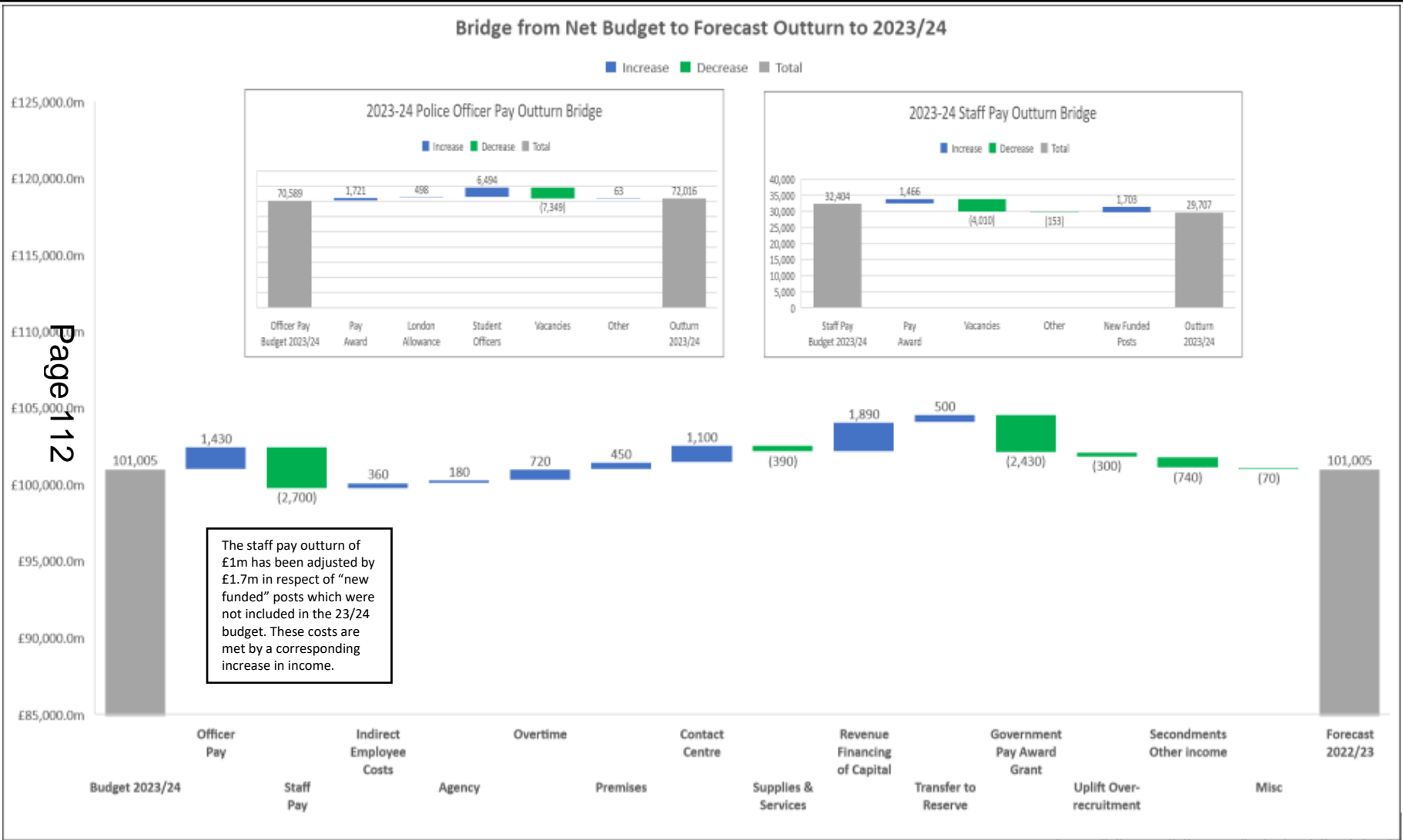
(ix) Specific Grants: £23.8m overachievement. This mainly relates to additional grant income in respect of Enhanced Cyber Reporting Service (ECRS), Anti Money Laundering Act Regulation (AMLAR) & Fraud Reform (£20.9m), the Home Office pay award grant (£2.4m) and Uplift Over recruitment (£0.3m).

(x) Partnership Income £0.7m overachievement: This positive variance is mainly due to additional funding for Dedicated Card and Payment Crime Unit (DCPCU) for project OLAF £55k, additional income from Special Operations secondments £420k, and £225k for the National Law Enforcement Data Service programme implementation.

(xi) Transfer from Reserve £0.4m overspend: This is mainly due to additional used of Asset Recovery Incentivisation Scheme (ARIS) by the Force as a Proceeds of Crime Act (POCA) agency. The relevant expenditure is set out in slide 18.

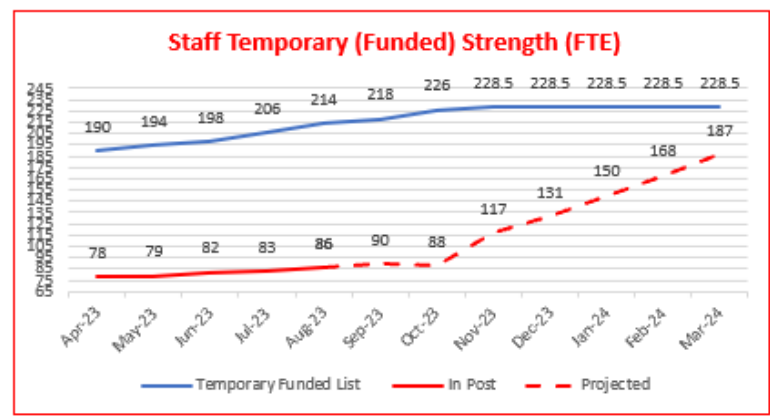
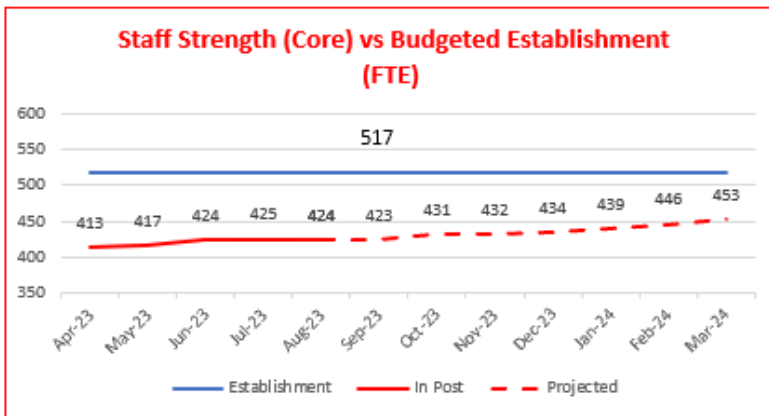
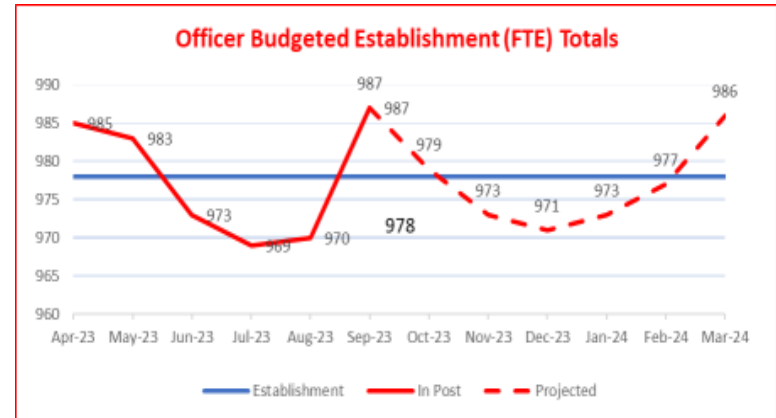
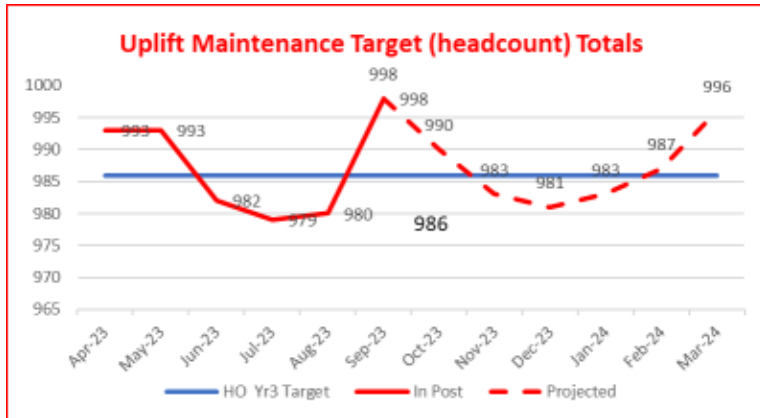


Revenue Monitoring 2023/24 (Q2) – Bridge Analysis



Revenue Monitoring 2023/24 (Q2) – Workforce Dashboard

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Overtime 2023/24 (Q2)

The overtime budget for 2023/24 totals £2.151m as shown in Table 3 below. The forecast outturn is an overspend of £0.72m. This is an increase of £0.25m compared to Q1. The forecast overspend is attributable to a combination of factors including supporting the student officers in undertaking their duties and backfilling of vacant roles in specialist unit, increased investigations/intelligence, Criminal Justice System activities in Specialist and National Lead Force operations. The revised outturn also includes the impact of the 2023/24 Officer and Staff pay awards which have increased pay by c7%.

Overtime is reported to the Force's Strategic Finance Board on a monthly basis and measures have been put in place to contain overtime in 2023/24, following a £2m outturn overspend in 2022/23.

The final 2023/24 outturn will be dependent on the number of unexpected policing events. Members of this committee will recall that Home Office funding is only available where costs exceed a threshold of 1% of core funding. In the case of the City of London Police the threshold is some £700k per event.

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Table 3: Overtime by Business Area 2023-24	2023-24 Budget £000s	2023-24 Actual* £000s	2023-24 Q2 Forecast £000s	2023-24 Variance £000s
Local Policing	813	606	982	169
Specialist Operations	242	310	552	310
National Lead Force	320	204	515	195
Corporate Services	0	65	46	46
Central Income & Expenditure	776	(9)	776	0
Grand Total	2,151	1,177	2,870	719

*Net total includes £622k 22/23 accrual for overtime claims to be paid in 23/24



Business Area Summaries 2023/24 (Q2)

Revenue outturn summaries for each of the business areas is shown in Table 4 below:

Table 4: Q2 2023/24 Department Revenue Summaries	23/24 Latest Budget	Budget (Q2 YTD)	Actual (Q2 YTD)	Variance to Date +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)	Notes
	£m	£m	£m	£m	£m	£m	
Local Policing	29.54	14.92	15.39	0.47	33.33	3.79	(i)
Specialist Operations	26.98	14.14	13.80	(0.34)	25.30	(1.68)	(ii)
National Lead Force	6.82	3.41	8.14	4.73	7.38	0.55	(iii)
Corporate Services	29.02	14.37	16.04	1.68	29.12	0.10	(iv)
Central Income & Expenditure	8.65	1.26	(15.18)	(16.43)	5.89	(2.76)	(v)
Total	101.01	48.09	38.19	(9.90)	101.01	0.00	

(i) Local Policing: £3.8m overspend. This is mainly due to £6.2m student officer pay linked to the Uplift programme, an increase in officer pay of £0.9m due to the 2023/24 pay award (7%) and increase in London Allowance, a forecast overtime overspend of £0.2m due to the learning curve effect of carrying a high number of student officers and the requirement to back fill vacancies in the Tactical Firearms Group (TFG), additional staff pay cost of £0.15m due to the recent staff pay award and an Income shortfall of £0.15m based on projected drop in training and seminars offered by the TFG team to the Ministry of Defence and other forces. These cost pressures (£7.6m) have been partially offset by vacancies in Local Policing (LP) of £3.7m and other savings against supplies and services budgets. The balance of the student pay cost will be met from officer vacancies across the other business areas.



Business Area Summaries 2023/24 (Q2) continued

(ii) Specialist Operations (SO): £1.7m underspend. Combined officer and staff pay is forecasted to underspend by £0.3m which includes supernumerary and unbudgeted externally funded roles (£0.72m) for ECRS, AMLAR & Fraud Reform. Pay assumptions also factor a pay award of 7% for Officers +£1k London Allowance (£0.76m) and £4,000 for Staff inclusive of £1,000 per spinal point increase announced by CoL profiled from July (£0.39m) which are offset by officer and staff vacancies of some £2.2m. Overtime remains a significant risk (£0.3m) within SO and the forecast will be developed through each quarter in parallel with governance reviews within SO Senior Leadership Team (SLT) to ensure correct special segments are allocated, potentially increasing recoverability. Govt Grants are set to receive circa £0.8m above budget largely through increased funding agreed within 2023/24 for growth posts in AMLAR, ECRS, Drug Testing on Arrest, PUP & Fraud Reform. Furthermore, Other Grants and Customer Client Receipts is forecasted to recover £0.4m over budget through increased recovery on Driver Safety Courses, Op Safeguard (Custody Calls) and x4 secondments.

(iii) National Lead Force: £0.6m overspend. Officer and staff pay is forecast to underspend by £1.2m. This includes £0.7m of unbudgeted funded roles. The forecast also includes £0.9m of pay pressures relating to both the Officer and Staff pay awards, however, these are offset by £2.8m of savings due to vacancies 54 NLF vacancies. Overtime is forecasted to overspend by £0.2m, of which £0.1m will be recoverable from the Funded Units (£0.1m recoverable) and NLF Ops (£0.1m irrecoverable). The forecast outturn for supplies and service includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24. Crime Academy revenue from the sale of training and associated materials is forecast to be £0.4m lower than expected due to fewer courses being accessed in 2023/24.



Business Area Summaries 2023/24 (Q2) continued

(iv) Corporate Services: £0.1m overspend. Officer and staff pay is forecast to underspend by £0.3m. This includes £0.9m of unbudgeted funded roles and £0.7m of pay pressures relating to both the Officer (£0.2m) and Staff pay (£0.5m) awards, net of a £1.7m of saving due to vacancies. This forecast underspend in pay, however, is eliminated by a £0.4m overspend in premises costs due to several backdated energy bills being received in Q2, due to a faulty meter in Bishopsgate.

(v) Central Expenditure & Income (CE&I): £2.8m underspend. This division of service is used to manage indirect income and expenditure items which relate to all business areas. In 2023/24 the CE&I budget included several provisions including an allowance to mitigate against a higher-than-expected staff pay award (£0.6m), an officer adjustment factor (£0.5m) to manage the Uplift risk of over recruitment against the 986 Officer target and an allowance for market forces supplements not captured in the salary estimates (£0.3m). In Q2, these provisions totalling £1.4m, have been released as the impact of the cost pressures is incorporated into the outturn forecasts of the other business areas. The Q2 forecast also includes an increase in government grant funding of £2.7m relating to the 2023/24 - Home Office pay award £2.4m and £0.3m Uplift over-recruitment incentive. Plus £0.8m of additional overhead cost recovery from funded work and an underspend against six unallocated Officer posts of £0.3m. This total positive variance of £5.2m is offset by £0.4m of pension injury and apprenticeship levy costs, a net transfer to the POCA reserve of a £0.3m and an increase in the capital financing contribution of £1.9m to mitigate downstream borrowing risks.



Mitigations 2023/24 (Q2)

The 2023/24 revenue estimate included £8.6m of mitigations to deliver a balanced budget. Overall, whilst there is some risk that the anticipated (£2m) reduction in Action Fraud exceptional costs and rank ratio savings (£0.3m) will not fully materialise, it is expected that with substitute savings the mitigations target of £8.6m will be achieved. However, it is unlikely that the additional £0.8m of non-pay savings will be sustainable beyond 2023/24. A summary of progress against each of the 2023/24 budget mitigations is shown in Table 5 below.

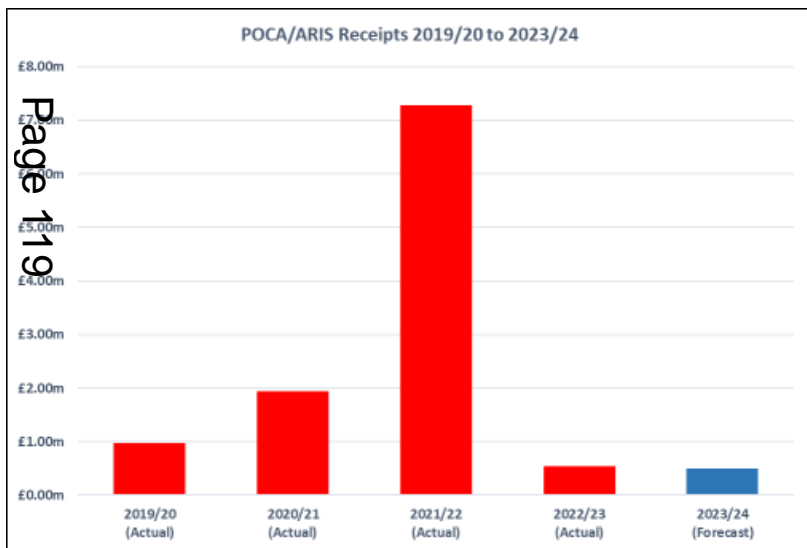
Table 5: 2023/24 Mitigations Plan	Target £m	Forecast £m	Comments	RAG
Reduction in Action Fraud exceptional costs	2.0	0.9	The Q2 forecast includes a £1.1m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat. £1.1m is expected to be a worst-case call on core 'central' funding, with mitigations, including seeking further grant cover, being pursued. The overspend risk is limited to 23/24.	Yellow
Higher Police Funding Settlement for 2023/24	1.5	1.5	Incorporated into 2023/24 Home Office funding settlement. Mitigation reflects difference between MTFP assumptions and final grant award for 2023/24.	Green
Increased use of the POCA Reserve	1.3	1.3	Continued use of POCA reserve to support the work of the Assest Recovery Team.	Green
Reduction in officer establishment to align with operational policing model	1.0	1.0	Achieved. Officer headcount reduced from 998 to 978 following planned reduction in Counter Terrorism funding from 2023/24.	Green
Higher proportion of more junior PCs	0.6	0.8	Expected to be achieved through workforce planning and continued student officer recruitment.	Green
Increased recharging of costs to funded activities	0.5	0.8	Expected to be achieved. Whilst the Q1 outturn forecast assumed £1.1m of additional recharging to new funded activities, including NLF Fraud, the Anti-Money Laundering Act and Cybercrime Cryptocurrency, this has been reduced as a result of the pay awards impact.	Green
Non-pay savings: agency costs, professional fees and other	0.4	1.2	£0.4m removed from 2023/24 non-pay budget. Agency and professional fees budgets will be closely monitored as the financial year progresses to confirm achievement. Additional savings requirement to meet mitigations target - met from underspends in supplies and services budget in Local Policing (£0.5m) and Central Expenditure and Income (£0.3m).	Green
Improvements in Officer rank / supervisory ratios	0.3	0.1	The forecast is based on current Corporate Services Review proposals which will be confirmed at Q3 once the consultation has been concluded.	Yellow
Saving to be identified	1.0	1.0	Achieved. National Non-Domestic rating appeal in relation Bishopsgate and New Street confirmed £1m annual reduction in rates which has been applied to the unidentified savings requirement.	Green
Total	8.6	8.6	Overall assessed to be green as the forecast outturn is expected to be within budget despite some of the 2023/24 mitigations targets falling short of expectations.	Green

Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS) 2023/24 (Q2)

The principal driver for Asset Recovery Incentivisation Scheme (ARIS) is to seek repatriation of funds to victims as detailed in the Proceeds of Crime Act (POCA). ARIS receipts should be used to drive up performance on asset recovery or, where appropriate, to fund local crime fighting priorities for the benefit of the community. Typically, the use of ARIS funds by POCA Agencies falls into four main categories: Crime Reduction, Community Projects, Asset Recovery work and Miscellaneous.

POCA/ARIS receipts vary significantly year on year as demonstrated in Table 6 and accompanying bar chart below.

In 2023/24 ARIS/POCA receipts are forecast to be £0.5m.



	2019/20 (Actual) (£m)	2020/21 (Actual) (£m)	2021/22 (Actual) (£m)	2022/23 (Actual) (£m)	2023/24 (Forecast) (£m)	Total (£m)
Q1	0.04	0.17	0.06	0.13	0.13	0.53
Q2	0.53	1.22	0.37	0.06	0.05	2.22
Q3	0.33	0.41	6.77	0.03	0.03	7.58
Q4	0.08	0.15	0.08	0.32	0.29	0.91
Total	0.98	1.94	7.28	0.54	0.50	11.24

2021/22 includes a significant ARIS/POCA receipt from Operation Neutron.



Proceeds of Crime Act Funded Expenditure 2023/24 (Q2)

Table 7 below provides a summary of those revenue workstreams which are expected to be funded from the Proceeds of Crime Act (POCA) Reserve. In 2023/24 £2.6m of revenue and £357k of capital expenditure is expected to be funded from the POCA Reserve. The impact of this on the reserve position is shown in slide 20.

Column A shows the total commitment per priority area which may span more than one year and column C shows the current year planned expenditure. An explanatory note follows on slide 18.

Table 7: Q2 2023/24 POCA Funded Expenditure	A	B	C	D	E	F
	Total Approved Budget	Prior Years Spend	Forecast Spend 2023/24	Total Forecast Spend	Balance Remaining Total Budget vs Total Forecast Spend	Notes
	£'000	£'000	£'000	£'000	£'000	
Safeguarding City Partnership	150	100	50	150	0	(i)
Total Community Projects	150	100	50	150	0	
Asset Recovery Team	3,900	1,081	1,242	2,323	(1,577)	(ii)
Civil Recovery Team	600	0	203	203	(397)	(iii)
Total Asset Recovery	4,500	1,081	1,445	2,526	(1,974)	
Covert Tasking Budget	288	35	42	77	(211)	(iv)
Operation Creative	200	0	138	138	(62)	(v)
National Protect Coordination and Regional Support	335	0	144	144	(191)	(vi)
Streamlined Forensic Reporting	30	20	9	29	(1)	(vii)
Stakeholder Engagement Manager	200	0	53	53	(147)	(viii)
DANY (District Attorney New York)	550	241	263	504	(46)	(ix)
NFIB Service Delivery Team (SDT) - Quality Assurance	150	0	150	150	0	(x)
NFIB - Continuous Improvement	220	0	220	220	0	(xi)
Total Crime Reduction	1,973	296	1,019	1,315	(658)	
NLF: People Strategy	93	0	93	93	0	(xii)
Total Miscellaneous	93	0	93	93	0	
Total Revenue Funding	6,716	1,477	2,607	4,084	(2,632)	
Power BI Phase 2	650	0	350	350	(300)	
Child Abuse & Image Database (CAID)	53	33	7	40	(13)	
Total Capital Funding	703	33	357	390	(313)	
Grand Total	7,419	1,510	2,964	4,474	(2,945)	

Proceeds of Crime Act Funded Expenditure 2023/24 (Q2)

Notes:

- i. Contribution to Safer City Partnership from ARIS receipts
- ii. Funding of Asset Recovery Team was agreed for an initial period of three years 2022/23 to 2024/25 of £1.3m per annum. 2023/24 is year 2
- iii. Total funding of £600k was agreed from 23/24 to drive civil recovery activities across a period of three years at £200k pa.
- iv. An overtime/tasking budget for Covert/SIU was agreed for a period of 3 years, totalling £287.5k. 2023/24 is Year 2.
- v. Operation Creative is an Initiative, designed to disrupt and prevent websites from providing unauthorised access to copyright content, a budget of £200k has been agreed to support this project.
- vi. The National Protect and Regional Support initiative is a project to establish of a national hub to tackle volume fraud.
- vii. In 2021/22 £30k of funding was agreed to support the enhancement of streamlined financial investigation reporting across CoLP.
- viii. The stakeholder and engagement project seeks to inform the future delivery of the National Fraud Intelligence Bureau (NFIB).
- ix. The DANY project supports the secondment of two officers to the District Attorney's Office in New York until 31.03.24.
- x. Funding has been agreed to enable NFIB Quality Assurance Testing to support the continuous improvement of the Action Fraud victim support service.
- xi. NFIB – continuous improvement project is a pilot scheme to determine success or risk factor with the dissemination of information based on a vulnerability, viability and solvability approach.
- xii. NLF People Strategy – Project designed to implement initiatives to improve recruitment and retention of staff within economic crime across the UK

A summary of benefits and outcomes of these POCA funded initiatives will be provided during Q3 and Q4 2023/24. An assessment of forward income projections will also be developed to ascertain the extent to which asset recovery activities can be supported using POCA receipts.



Reserves 2023/24 (Q2)

Police Reserves are set out in Table 8 below:

Based on the Q2 position, it is expected that Reserves will reduce by £5m from an opening balance of £16.9m to £11.9m. This is due to ARIS/POCA funded activities and the proposal to repay the remaining balance on the Action Fraud loan (£2m) and the ULEZ vehicle replacement loan (£0.6m). The repayment of these loans from the General Reserve will help to mitigate downstream loan repayment pressures and accelerate the transition to revenue financing of the capital programme, whilst maintaining a General Reserve of more than 5% of Net Revenue Expenditure (NRE)

The Force's Reserve Strategy set a general reserve target of 5% of gross revenue expenditure to mitigate unforeseen events. Whilst the forecast balance, after repayment of the above loans, is £6.6m or 3.1% of gross revenue expenditure in 2024/25, this is 5.7% NRE. Typically, the Home Office expect that forces general reserves will not exceed 5% of NRE. The adequacy and any requirement to draw upon the General Reserve, because of emerging pressures, will be kept under review.

2023/24 Use of Reserves	Opening Balance 2023/24	Transfer to Reserve 2023/24	Projected Spend 2023/24	Projected Closing Balance 2023/24
	£'m	£'m	£'m	£'m
Proceeds of Crime Act (POCA)	(7.4)	(0.5)	2.9	(5.0)
General Reserve	(9.2)		2.6	(6.6)
Emergency Services Mobile Technology	(0.3)		0.0	(0.3)
Total	(16.9)	(0.5)	5.5	(11.9)



Police Authority Team Revenue Budget 2023/24 (Q2)

Table 9 sets out the Police Authority Team budget and forecast outturn for 2023/24.

Table 9: Police Authority Team Budget 2023/24	23/24 Latest Budget	Budget (Q2 YTD)	Actual (Q2 YTD)	Variance YTD +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)
	£m	£m	£m	£m	£m	£m
Pay						
Staff	0.70	0.35	0.30	(0.05)	0.70	(0.00)
Overtime	0.00	0.00	0.00	0.00	0.00	0.00
Indirect employee costs	0.02	0.01	0.00	(0.00)	0.02	0.00
Total Pay	0.72	0.36	0.31	(0.05)	0.71	(0.00)
Non-Pay						
Supplies and Services	0.29	0.14	0.02	(0.12)	0.29	0.00
Third Party Payments	0.00	0.00	0.01	0.01	0.00	0.00
Non-Pay	0.29	0.14	0.03	(0.11)	0.29	0.00
Total Expenditure	1.00	0.50	0.34	(0.16)	1.00	0.00

The outturn forecast at the end of Q2 is to budget and includes £26,000 of expenditure on a small grant giving programme in line with other Police and Crime Commissioner areas. The aim of the grants programme is to add targeted investment in Policing Plan priority areas. The bids approved by the Police Authority Board in July 2023 include behavioural change for domestic abuse perpetrators, victim awareness courses for offenders and diversion / referral pathways for individuals with substance misuse issues. The outturn also includes planned expenditure to assist with demand analysis on policing services in the City and development of suicide prevention policies.



Capital Monitoring 2023/24 (Q2) - Headlines

- To the end of quarter two (Q2) of 2023/24 (30th of September 2023), expenditure on CoLP capital projects totalled £4.8m as summarised in table 10 below.
- Line 1 shows the CoLP Capital Programme, comprising projects developed and managed by the Force, which are either funded directly from the Force's own resources, from Home Office funding or via a Corporation loan facility. Total spend to the end of Q2 is £4.0m. The latest forecast of outturn spend for 2023/24 is £21.8m, which represents a forecast underspend of £3.4m compared to the original budget for 2023/24 of £25.2m. The underspend is largely due to rephasing of £2.8m FCCRAS spend to 2024/25. Slide 23 provides a breakdown of CoLP's Capital Programme, with notes on slides 24 to 26, and slide 27 shows how it is funded.
- Lines 2 and 3 comprise projects funded by the Corporation. Firstly, the strategic projects comprising the Secure City Programme and the Accommodation Strategy (£641,000 spend at Q2), and secondly a few legacy projects that predate 2020/21, which are now nearing completion (£105,000 spend at Q2). Slides 28 and 29 provide further details.

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Table 10 – Summary of capital expenditure 2023/24 – Quarter 2 (Q2)		£000
1. CoLP Capital Programme – projects managed by CoLP. Funded from either CoLP's own resources, Home Office grant or Corporation loan to be repaid (slides 23 to 27)		4,024
2. Strategic projects - funded by the Corporation (slides 28 and 29)		641
3. Legacy projects - funded by the Corporation (slides 28 and 29)		105
Total capital expenditure 2023/24 – Q2		4,770

- In addition to the capital projects noted above, CoLP also undertakes projects which are deemed to be revenue in nature, referred to as Supplementary Revenue Projects (SRP). Against a 2023/24 budget of £181k, cumulative spend to the end of Q2 is £144,000, with a forecast outturn spend of £178k. Slides 30 and 31 provide further details of the SRPs.



CoLP Capital Programme 2023/24

The total CoLP Capital Programme budget for 2023/24 amounts to £25.2m as shown in table 11 below, comprising the original CoLP Capital Programme for 2023/24 of £23.7m, as agreed at PAB in February 2023, and £1.5m of project spend which slipped from the prior year 2022/23 into 2023/24. Total spend to Q2 is £4.0m, whilst forecast outturn spend amounts to £21.8m, representing an underspend of £3.4m, largely due to rephasing of £2.8m FCCRAS spend to 2024/25. All variations are explained in slides 24 to 26.

Table 11 - CoLP Capital Programme 2023/24	Budget 2023/24	Spend to Q2 2023/24	Forecast Outturn 2023/24	Variance: Budget vs Forecast Outturn	Notes
	£'000	£'000	£'000	£'000	
FCCRAS	21,552	3,800	18,800	(2,752)	(i)
Cyclical replacement - Mobile phone refresh	331	0	331	0	(ii)
- Other	169	0	169	0	(iii)
Power BI	435	0	350	(85)	(iv)
AV	240	0	249	9	
Other projects / seed funding	1,000	0	1,000	0	(v)
Sub-total – CoLP Capital Programme 2023/24	23,727	3,800	20,899	(2,828)	
Slipped 2022/23 Projects:					
Horsebox	400	0	0	(400)	(vi)
Body Worn Video	119	23	119	0	(vii)
Other 2022/23 and earlier projects	917	201	727	(190)	
Sub-total – Slipped 2022/23 Projects	1,436	224	846	(590)	
Total CoLP Capital Programme 2023/24	25,163	4,024	21,745	(3,418)	



CoLP Capital Programme 2023/24

Notes:

- i. **FCCRAS:** When the 2023/24 budget was originally set, all remaining Home Office funding of £21.6m on FCCRAS was expected to be received and spent in 2023/24. However, the Home Office has since rephased the 2023/24 contribution across two years, with £18.8m in 2023/24 and £2.2m in 2024/25. It is expected that the full £18.8m will be spent in 2023/24. The total project budget of £31.0m remains unchanged and is anticipated to be fully spent by the close of 2024/25.
- ii. **Mobile Phone Refresh:** Whilst nothing has been spent to date, an order of 960 handsets has been agreed and placed (£331k), which will replace the handsets of those officers and support staff who have active handsets.
- iii. **Other cyclical replacements:** No spend to date, however projects/costs are expected to emerge as the year progresses.
- Page 126 **Power BI Phase 2:** A strategic outline business case has been prepared which shows a total cost of £650k, phased over two years, with £350k in 2023/24 and £300k in 2024/25.
- Other projects/seed funding:** To date nothing has been spent, however £776k has been approved to progress the overarching management of change for CoLP, alongside the quick-time progression of some pipeline projects prior to their Gateway 2 attainment (Command and Control, Project Themis and E-Discovery).
- vi. **Horsebox:** There was a delay purchasing the horsebox in 2022/23 due to the limited supplier selection nationally. An order for the horsebox was raised at the end of April 2023 and it is anticipated that delivery and spend will now take place between September and December 2024 due to manufacturing and fit out schedules.
- vii. **Body Worn Video:** Most of this project took place in 2022/23. The total project budget was £313k. The project went live on 26th September 2023 and the total cost is likely to come in just under budget.



CoLP Capital Programme 2023/24

viii. **Other 2022/23 Projects:** A breakdown of the other 2022/23 slipped projects is shown in table 12 below.

Table 12 - Other 2022/23 Projects	Total Project Budget	Prior Years Spend	Spend to Q2 2023/24	Forecast Spend Q3 to Q4 2023/24	Total Forecast Project Spend	Variance: Total Budget vs Total Forecast Spend	Notes
	£'000	£'000	£'000	£'000	£'000	£'000	
CoLP Covert Camera System	155	71	12	72	155	-	
CoLP Covert Surveillance Equipment	247	88	32	127	247	-	
CoLP Forensic Network	155	78	14	32	124	(31)	(i)
CoLP Forensic Storage	238	58	59	41	158	(80)	(ii)
CoLP Fleet Vehicle Replacement 2022/23	420	224	46	106	376	(44)	
CoLP Fleet Vehicle Replacement 2021/22	250	105	18	109	232	(18)	
CoLP Fleet Vehicle Replacement 2020/21	250	194	13	39	246	(4)	
Child Abuse Image Database (CAID)	53	33	7	-	40	(13)	(iii)
Total Other Projects	1,768	851	201	526	1,578	(190)	



CoLP Capital Programme 2023/24

Notes:

- i. **CoLP Forensic Network:** This project will be completed by December 2023. Overall, an underspend of £31k is expected, largely due to hardware costs being lower than anticipated.
- ii. **CoLP Forensic Storage:** This project will be completed by December 2023. An underspend of £80k is anticipated, due to reduced software costs and professional fees being lower due to the reduced complexity in the delivery of the project.
- iii. **Child Abuse Image Database:** This project is now complete. The underspend of £13k was due to hardware costs being lower than anticipated.

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Funding of the 2023/24 CoLP Capital Programme

Table 13 – Funding of the CoLP Capital Programme 2023/24	Forecast Outturn 2023/24 £'000	City Loan £'000	Home Office £'000	CoLP Direct Revenue Financing £'000	CoLP POCA £'000	City Fund £'000
FCCRAS	18,800	5,200	11,200	2,400	-	-
Mobile Phone Refresh	273	273	-	-	-	-
Other Cyclical Replacement	227	227	-	-	-	-
Power BI	350	-	-	-	350	-
ICAV	249	249	-	-	-	-
Other projects / seed funding	1,000	1,000	-	-	-	-
Postbox	-	-	-	-	-	-
Body Worn Video	119	119	-	-	-	-
Other 22/23 & earlier projects:						
CoLP Covert Camera System	84	84	-	-	-	-
Covert Surveillance Equipment	159	159	-	-	-	-
CoLP Forensic Storage	100	100	-	-	-	-
CoLP Forensic Network	46	46	-	-	-	-
Fleet Vehicle Replacement 22/23	152	152	-	-	-	-
Fleet Vehicle Replacement 21/22	127	-	-	-	-	127
Fleet Vehicle Replacement 20/21	52	-	-	-	-	52
Child Abuse & Image Database	7	-	-	-	7	-
Capital Funding 2023/24	21,745	7,609	11,200	2,400	357	179



Strategic and Legacy Projects 2023/24

Strategic Projects

For the first half of 2023/24, to the 30th of September 2023, £641k has been spent on strategic projects funded by the Corporation, all of which was on the Secure City Programme.

Legacy Projects

There are several legacy projects mainly dealing with significant IT infrastructure and accommodation, which are now nearly complete and due to soon be finalised. For the first half of 2023/24, to the 30th of September 2023, expenditure on these projects amounts to £105k, as summarised in table 14 below.

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Table 14 - Legacy projects 2023/24	Total Project Budget	Approved Budget Drawdown	Q1 & Q2 Spend 2023/24	Total Project Spend to Q2 2023/24	Variance: Total Project Budget vs Total Project Spend	Notes
	£'000	£'000	£'000	£'000	£'000	
Information Technology	13,402	13,402	-	12,601	(801)	
Fleet	1,800	1,800	104	1,523	(277)	(i)
Accommodation	15,947	14,718	-	13,718	(2,229)	
Ring of Steel (IMS / DRS)	2,569	2,569	1	2,221	(348)	
Total legacy projects	33,718	32,489	105	30,063	(3,655)	



Strategic and Legacy Projects 2023/24

Legacy Projects Notes

- i. **Fleet:** To be compliant with ULEZ requirements in the City, the Corporation provided the Force with a loan of £1.8m to introduce ULEZ compliant vehicles. £1.5m has been spent against this, including £104,000 in 2023/24 to the end of Q2.



Supplementary Revenue Projects 2023/24

For the first half of 2023/24, to the 30th September 2023, spend on CoLP **Supplementary Revenue Projects** is £144,000 compared to a budget of £181,000 as shown in table 15 below. Table 15 (slide 31) shows how these projects will be funded.

Table 15 - CoLP Supplementary Revenue Projects – 2023/24	SRP Budget 2023/24 £'000	Q1 & Q2 Spend 2023/24 £'000	Forecast Spend Q3 to Q4 2023/24 £'000	Total Forecast Spend 2023/24 £'000	Variance: Budget vs Total Forecast Spend £'000	Notes
Armoury Improvements	139	109	30	139	-	(i)
Barbican Airwave Coverage	30	27	-	27	(3)	
CoLP – Forensic Storage	12	8	4	12	-	
Total CoLP SRPs	181	144	34	178	(3)	

- i. **Armoury Improvements:** The total budget of the project is £191k. Expenditure to 30 September 2023, including spend in prior years, amounts to £161k. It is anticipated that the remaining project budget of £30k will be spent in the current financial year.



Funding of Supplementary Revenue Projects 2023/24

Funding of forecast expenditure in 2023/24 on Supplementary Revenue Projects is shown in table 16 below.

Table 16 – CoLP Supplementary Revenue Projects – Funding 2023/24	Total Forecast Spend 2023/24 £'000	City Loan £'000	CoLP Revenue £'000	CoLP POCA £'000
Armoury Improvements	139	79	60	-
Barbican Airwave Coverage	27	27	-	-
CoLP – Forensic Storage	12	12	-	-
Total SRP Funding 2023/24	178	118	60	-

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Agenda Item 9

Committee(s): Police Authority Board	Dated: 13 December 2023
Subject: City of London Police -Special Constabulary Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 143-23	For Information
Author(s): Umer Khan, Commander Operations and Security; Rob Atkin Chief Supt Local Policing; Phil Nastri, S/Chief Inspector, Head of the City of London Special Constabulary	

Summary

At the June 2023 Police Authority Board (PAB), under the Commissioner's Update item, Members were informed of the completion of the City of London Police Special Constabulary Re-structure. The Chair requested a post implementation review report be brought back to the Committee, agreed to be by the end of March 2024.

At the October Police Authority Board, the Chair requested an update be brought to the Board before Christmas 2023 and this interim report is in response to that request.

The report covers the background to the restructure, current resources, key data, information on duties, recruitment plan and a look forward.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

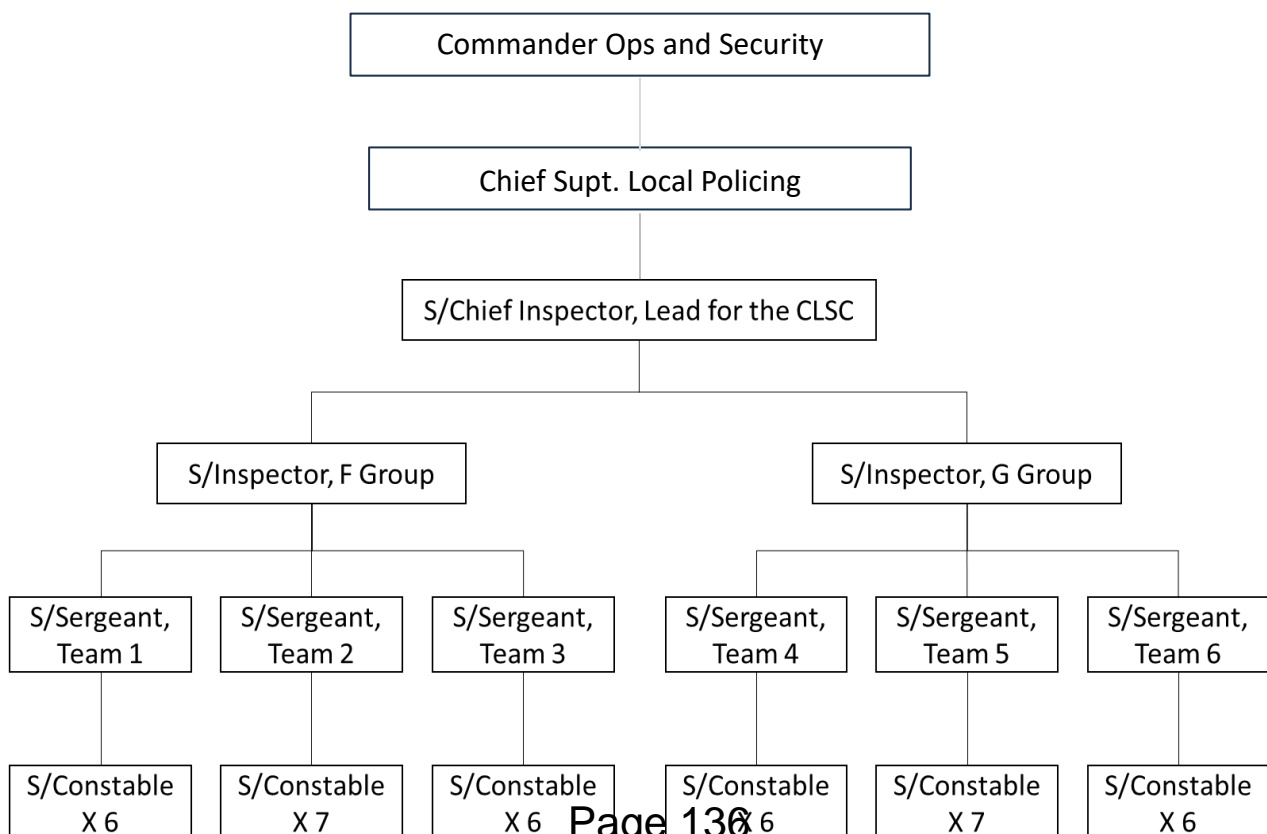
1. The City of London Special Constabulary (CLSC) restructure process commenced in October 2022, with decisions being implemented from February 2023.
2. The CLSC restructure was a City of London Police (CoLP) Chief Officer Team initiated exercise to review the structure, scope and role of the Special Constabulary in the CoLP. Commander Operations and Security led the review, undertaking extensive stakeholder consultation, which led to restructure actions

being implemented from Feb 2023. Key updates were provided to PAB during the course of the implementation.

3. The review has enabled a fresh look at structures, systems and processes for the CLSC to improve efficiency, effectiveness and decision making through a streamlined leadership model. It has also enabled a closer link to Local Policing, and this has led to better interconnectivity with tasking and operations. It has also focussed support for those Specials who have not been meeting minimum performance requirements.
4. The last year has seen significant change structurally and personally within the CLSC and the change journey continues. The current impact on the CLSC has seen a reduction in headcount and roles (“ranks”), we now have a more defined focussed team, with a higher percentage of active and post-probation officers looking forward to being joined by 9 experienced transferees and rejoiners, who are undergoing the final stages of the transfer process.
5. Special Constabulary officers were appreciative of the CoLP supporting the reintroduction of our annual Awards and Recognition Dinner and also enabling officers to deploy at the Coronation of HM the King and HM the Queen Consort.

Current Position

6. The information below is a high-level view on current CLSC resources and deployments over the past 4 quarters (October 2022 to September 2023) with a comparison to the prior 4 quarters (October 2021 to September 2022), and a look-forward to the next 12 months.
7. The structure as at end of September 2023 is below. All officers are within Local Policing.



Resources

8. There are currently 47 members of the Special Constabulary, with 32 officers deployable onto uniformed public-facing duties. The role breakdown at end of September 2023, compared to a year before, is below, with commentary providing a further breakdown of current resources.

Role (including acting & temporary positions)	Resources end Q3'22	Resources end Q3'23
Special Constable	38	38
Special Sergeant	10	6
Special Inspector	4	2
Special Chief Inspector	1	1
Special Superintendent	3	0
Special Commander	2	0
Total Officers	58	47

Commentary:

- A further 8 officers are non-deployable onto uniform public-facing duties due to injury or illness. They are still able to be active on 'light-duties'.
- 5 officers are unable to perform any duties and are considered 'inactive'. Inactive officers are those who are unable to perform duty for an approved reason for more than 3 months and this will include statutory leave (e.g. maternity); injury/illness; personal reasons such as work pressures, bereavement etc; or at the request of Professional Standards Department (PSD).
- It should be noted that 8 ex-regular police officers are in the CLSC, including 5 from the CoLP.

Comparative Data

9. The following table compares the resource and duty data for the last 4 quarters to those a year earlier:

Data	Q4'21-Q3'22	Q4'22-Q3'23
Total Duty Hours	10,045	8,841
Total Duties	1,981	1,889
Average Resources	68	55
Of which: Average Active Resources	57	48
Average Monthly Hours per Active Resource	14.75	15.3
Officers Completed Probation at end of Q3	73% (44)	81% (38)

Commentary:

- Although the total number of duty hours and duties performed have reduced, this is primarily due to the reduction of Specials in the CLSC.
- This reduction is due to a number of factors, the main ones being the recruitment hiatus due to Covid and then the prioritisation of the Police Uplift Programme; officers moving away from London or the UK; or changes in their personal circumstances e.g. new employment or starting families.
- The 19% (68 to 55) drop in resources has not equated to a corresponding decrease in duty hours, the reduction being 12% (10,045 to 8,841), with a 5% (1,981 to 1,889) decrease in duties being performed.
- The percentage of active officers has increased from 83.8% (57 out of 68) to 87.3% (48 out of 55) and those officers are, on average, performing 3.7% hours of duty a more each month than the previous period. An 'active' resource is an officer who is not on an approved leave of absence which makes them inactive i.e. they cannot perform any duty (e.g. statutory leave, personal leave, PSD requirement). Active officers include those who are deployable on public-facing duties and those on light-duties.
- A number of other factors should be considered:
 - a. a number of officers who performed significantly above the mean have performed less hours this year, thereby the number shows a general increase in average across officers;
 - b. for a period of about two months the number of officers who could be deployed was significantly reduced severely impacting duties performed, whilst their first aid and public & personal safety training (PPST) was renewed following revised policy decisions;
 - c. the reduction in officers against continuing high demand and the lack of new officers joining could have created a pressure cycle which could have disincentivised officers, but this has not occurred yet.
 - d. This commitment continues despite the current general decrease in volunteering in the country (e.g. [Volunteering in sharp decline in England since Covid pandemic | Charities | The Guardian](#)) as well as officers having to focus on their employment responsibilities and priorities due to the economic downturn and employment insecurity.

Duties

10. CLSC officers are line managed within Local Policing following their restructure, this has generated benefits with a single command chain, simplified decision-making and continuity of key stakeholders. Being in one directorate has not limited the CLSC's capability to continue to support the force in other areas, specialisms and projects.
11. This includes CLSC officers supporting the National Lead Force (NLF) in the National Fraud Intelligence Bureau (NFIB) with a number of officers joining the national Cyber Volunteering initiative, and they can be utilised by forces to support investigations.

12. CLSC are also proud of their public order skills and training, regularly providing serials to a range of policing operations which include locally in the City of London and Pan-London via Operation Benbow. These deployments have included Christmas Campaign, London Marathon, The Coronation, Op Reframe, Great City Run, Notting Hill Carnival, Lord Mayor's Show, Remembrance Sunday.
13. Furthermore, CLSC officers provide training and mentoring support our Police Cadets and custody management projects.
14. As per the outlined recruitment plan, CLSC will continue to develop the investment and support to our specialist functions within National Lead Force and Corporate Services.

Dedicated Support Officer Recruitment

15. In line with the restructure pledge to support CLSC with a dedicated specialist resource, PC Thomas Quirke was selected as the support officer for the CLSC. This has seen significant benefits to the CLSC as PC Quirke has enthusiastically taken on the role in enabling and supporting the CLSC supervisory structure.
16. This not only relieves some of the pressure on Specials to attend meetings, complete tasks, and attend the station during the working day, but PC Quirke also takes ownership of projects and resolution of issues.
17. He also proactively supports individual officers in closing skills and confidence gaps as well as arranging opportunities to upskill the CLSC.

Recruitment

18. The current recruitment plan is as follows:

Quarter	Transferees/Rejoiners	New Joiners
Q1'24	9	
Q2'24		12
Q3'24	12	
Q4'24	12	

Commentary:

- 9 transferees/rejoiners are currently being recruited and are progressing through the vetting stage. These candidates were invited to the recent CLSC Dinner and also to participate in the Lord Mayor's Show and Remembrance Sunday operations. They bring skills including detective investigation, authorised searching, licensing and of policing in counties with a wider range of incidents experienced.
- For future recruitment activities, clear roles and responsibilities between the CLSC and HR have been agreed to maximise capability, expertise and bandwidth so that future recruitment will be more appropriately resourced.

- For the cohort of 12 new joiners, we have 100 expressions of interest and the candidates from the cancelled 2022 cohort which will form the basis of the candidate pool for this cohort.
- Engagement is ongoing with Learning & Organisational Development (L&OD) on the delivery of the initial learning of the new cohort. The syllabus has been reviewed across various stakeholders and has been reconfigured to support the 8 days of training required for PPST. Discussions are ongoing as to how the training of initial learning can be resourced.
- Volunteers for specific roles are also being recruited when HR and Vetting resourcing allows and in agreement with HR.

Honourable Artillery Company (HAC)

- In 2003, the “Special Constabulary Detachment” of the Honourable Artillery Company (HAC) based at Armoury House, City Road EC1 transferred from the Metropolitan Police Service (MPS) to the City of London Police. The relationship is governed under a Memorandum of Understanding (MOU).
- Between 14 and 18 officers from the CLSC have been members of the HAC under their own structure and governance with a dual reporting line into the CLSC/CoLP command structure.
- As a result of the restructure, the officers who were based at the HAC have been relocated to Bishopsgate Police Station, fully integrated into the CLSC supervisory structure and reporting lines and being tasked to support Local Policing priorities. No separate operational governance structure remains at the HAC and no policing activity takes place in the grounds of the HAC, unless tasked by Operational Planning. The restructure has therefore enabled an improvement in command and operational efficiency in this respect.
- It should be noted CoLP Police Cadets remain based at the HAC.
- The current MOU is in the process of being amended to reflect the restructure, and the ability for CLSC officers to remain social members of the HAC.

Looking Forward

19. Our current headcount will continue to reduce by a small number of officers as 2 officers transfer to other forces, 1 leaves the UK, and another transfers to the Police Volunteers. Changing personal circumstances and performance regulations may also see some officers leave but this is difficult to predict. We will also continue to actively manage performance and support officers through regulatory processes where appropriate.

20. With the current recruitment plans, resourcing is likely to be as below (assuming a 4% attrition rate):

Quarter	Start of Quarter	Transferees/Rejoiners	New Joiners	Leavers	End of Quarter
Q1'24	45	9		2	52
Q2'24	52		12	2	62
Q3'24	62	12		3	71
Q4'24	71	12		3	80

21. The target is 90 officers which we should achieve in Half 1 2025, assuming continued authority to recruit.

22. We plan to continue to train officers to support Level 2 public order duties; train more officers on cycles; work with L&OD to introduce the new PPST training to support officer availability; and enable officers to be trained in Taser once the governance processes have been completed.

23. Additionally, we plan on building on the existing working relationship with the Roads Policing Unit (RPU) and identifying opportunities for officers to work with that unit. We will continue to support Custody Management projects with Specials who have Subject Matter Expert (SME) knowledge and recruitment of volunteers. A CLSC SPOC and PC Quirke are now liaising with Events and Duty Planning to identify opportunities where the CLSC can assist resourcing of Level 3 and Level 2 public order deployments.

24. We are keen to Identify opportunities for Specials to support other teams and departments outside of Local Policing. This will aid retention and recruitment (especially of ex-regular officers) and provide access to skills within the CLSC.

25. The CLSC will:

- Continue to support the CoLPs cadet unit, especially as it expands, through encouraging officers and recruiting volunteers to support it.
- Continue to develop the interoperability partnership with the Metropolitan Police Special Constabulary (MSC) and pursue joint working and training to enable different opportunities for both forces. A serial from the MSC joined the CLSC in supporting the Lord Mayor's Show operation.

26. The above aims will be supported by the Commander Operations and Security and Chief Superintendent Local Policing.

27. PC Quirke has initiated a project to raise the profile of the CLSC, both internally and externally in partnership with Corporate Communications.

28. Further support will be asked of the CoLP to enable us to close out the remaining legacy friction issues from the restructure.

29. A fuller Post Implementation Review of the restructure is planned to be carried out by March 2024.

Conclusion

30. The new CLSC structure is embedding with support from the CoLP Chief Officer Team and a further update will be brought to the Board in March 2024.

Contact(s):

Chief Officer Lead:

Umer Khan

Commander Operations and Security

Local Policing Lead:

Rob Atkin

Chief Supt Local Policing

Special Constabulary Lead:

Phil Nastri –

S/Chief Inspector

Head of the City of London Special Constabulary

Committee: Police Authority Board – For Decision	Dated: 13/12/2023
Subject: Roles and powers of community safety and constabulary services in the City	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	#1 – People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N
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 author: Charles Smart, Police Authority team	

Summary

This report brings together three issues raised at PAB over the course of 2023 which relate to the roles of, and the powers available to, several “policing-adjacent” organisations in the City:

- a) An overview of the City Corporation’s various constabularies – the Hampstead Heath Constabulary, Epping Forest Keepers, and City of London Market Constabularies
- b) A review of the City’s crime and disorder byelaws
- c) A decision on the delegation of Community Safety Accreditation Scheme (CSAS) powers to the City’s community safety patrol provider, Parkguard

These are treated together for two reasons – there is a shared question across ‘a’ and ‘c’ about potential risks posed by ‘policing-adjacent’ organisations exercising enforcement powers where they may be confused with the police, and across ‘b’ and ‘c’ about which available powers are best employed to reduce crime and disorder (i.e. “byelaws and/or CSAS?”).

On the former question, this report identifies a risk of potential confusion between the City Police and the Hampstead Heath Constabulary, which might suggest that the appearance, and oversight, of the Constabulary should be reviewed. On the latter this report recommends the delegation of CSAS powers, both on its own merits and because successive legislation now means City byelaws are now of limited relevance to crime and disorder.

Recommendations

Members are asked to:

- Note the information provided on City constabularies and byelaws
- Consider whether to recommend to the Hampstead Heath Committee that a review into the oversight arrangements for the Hampstead Heath Constabulary, and the form of the Constabulary uniform, be carried out, checking these are proportionate to their 'policing-adjacent' responsibilities
- Endorse the recommendation to delegate CSAS powers to the City Corporation's commissioned community safety patrol service (currently provided by Parkguard)

Main Report

Background

1. Over the course of 2023 PAB Members have raised three inter-linked issues:
 - a) *'Policing-adjacent' organisations* – Members were made aware of the Hampstead Heath Constabulary and requested further background on their role, powers, and oversight arrangements, asked if similar organisations existed within the Corporation, and for an assessment of this state of affairs.
 - b) *City byelaws* – Members requested a review of the City's bylaws, specifically whether their greater use might represent an opportunity to address low-level crime and disorder.
 - c) *Community safety patrol (Parkguard) CSAS powers* – Members received a paper in September about delegating CSAS powers to Parkguard, which was withdrawn with a request for more information on issues including oversight and their use of powers.
2. These three issues have common themes about which organisations have policing and enforcement powers in the City (/ Corporation), how their various work is overseen, and the merits and risks of extending or amending who is able to use which powers. As such, they are treated together in this report.

Current Position

Policing-adjacent organisations

3. Corporation officers have reviewed these organisations and a summary of their backgrounds, operations and powers, oversight, and appearances is included at *Appendix A*.
4. In brief, there are three constabularies overseen by the City Corporation:

- The Hampstead Heath Constabulary patrols the Heath, Highgate Wood, and Queen’s Park in Kilburn. Their 5 attested constables enforce Heath-specific and general “open spaces” byelaws in these areas, and have the power of arrest although this is used very rarely. They are accountable to the Assistant Director of North London Open Spaces, and have a uniform very similar to that of the City Police, including the red-white check detail.
 - Epping Forest Rangers (16 keepers, 4 enforcement officers, 2 managers) likewise enforce bespoke and general byelaws in the Forest, for example to protect its deer or prevent littering. They also have the power of arrest, also used very rarely. They are accountable to the Environment Director, and wear khaki uniforms that do not resemble police clothing.
 - The City of London Markets Constabularies (c. 45 personnel total) provide security in Smithfield, Billingsgate, and New Spitalfields markets. They do not have power of arrest. They are overseen by the Markets Director, and have uniforms similar to generic security guards (though with City red-white check detail).
5. Of these three, only the Markets Constabularies operate (partially) in the same geographic area as the City Police – i.e. within the City’s Smithfield markets complex. There are other uniformed officers with enforcement powers in the City – such as traffic, port health, Trading Standards officers – but these would not be considered policing-type or policing-adjacent. Parkguard, the City’s community patrol service, works in partnership with the City Police but at present has no enforcement powers (discussed further below).
 6. The conclusion of this overview is that oversight and accountability mechanisms are in place for all the City’s constabularies and, in practice, there are few overlaps with the City Police because the constabularies operate in distinct and separate areas and (operationally and physically) two of the three do not ‘look like’ police officers.
 7. An area potentially meriting further investigation is oversight of the Heath Constabulary, whose uniforms are most similar to City Police and where there may be risk of public confusion, including because the Heath Constabulary do have power of arrest. Oversight of the Heath Constabulary is the responsibility of the Hampstead Heath, Highgate Wood and Queen’s Park Committee. Members may wish to consider whether to recommend to that Committee that a brief review of those oversight arrangements – and the Constabulary’s uniform - is carried out, to assess whether these are appropriate for the role of the Constabulary, proportionate to their powers and responsibilities, and to considerations of public perception.

City byelaws

8. The City of London, like other local authorities, can implement byelaws to regulate and manage the use of City public spaces and these are (as above) used actively for Corporation-managed areas outside the Square Mile such as Hampstead Heath. The Police Authority Board commissioned Corporation

officers to review the byelaws available for tackling crime and disorder in the Square Mile, whether they are being used, and if this could be improved or change (potentially as an alternative or complement to delegating CSAS powers).

9. The conclusion of this review is that City byelaws now have limited practical application to tackling local crime and disorder. This is because these byelaws are largely historic, some dating back to 1898, and have since been superseded by other more appropriate statutory powers. As a result they are rarely if ever used, and in the majority of City public spaces the City Police and Corporation enforcement officers (such as street environment officers) enforce offences using powers derived from the Highways Act, the Road Traffic Regulation Act (traffic orders), the Environmental Protection Act, and criminal offences under the Highway Code. It is, for example, already an offence under the Highway Code to cycle on a pavement.
10. The only areas where this review concludes that existing City byelaws remain a viable enforcement 'tool' for crime and disorder are on City walkways, much the largest of which is the Barbican highwalk (others include the Riverside Walkway, the footway through Baynard House near Blackfriars and the Fyefoot Lane footway across Upper Thames St.). City Walkway byelaws derive from the City of London Various Powers Act 1967 and prescribe a specific set of offences such as bringing a vehicle onto the Walkway, skateboarding, playing music, dog walking without a lead and littering (see *Appendix 3*), but also require such offences to be dealt with by summary conviction to a fine not exceeding £20. That means only police officers can enforce City byelaws meaning enforcement is dependent on a policing presence.
11. City byelaws can be amended or extended to address specific issues on walkways or in public spaces not covered by existing statutory powers. For walkways, the enforcement powers and level of fine could also be reviewed but this may require the current byelaws to be revoked before new ones are brought in. Since the byelaws were created through primary legislation, the mechanism to change them also requires the approval of the Secretary of State (as a minimum) based on evidence to demonstrate the extent of the existing problem, the justification as to why that problem cannot be addressed through existing powers, consultation with external stakeholders and the support of the Court of Common Council.
12. As part of this process it would need to be demonstrated that any new provisions were justified, proportionate and reasonable. Such changes are uncommon – the last (to allow Civil Enforcement Officers to enforce vehicle parking) was made through a wider 'various City powers' piece of legislation in 2013. This means amending byelaws is unlikely to be the fastest or most proportionate (in terms of resources involved) means of addressing a given disorder issue.

Delegation of CSAS powers to the Corporation's community safety patrol service (Parkguard)

13. In September, PAB received a paper about delegating CSAS powers to the Corporation's community safety patrol service, Parkguard. In summary:

Parkguard currently deliver patrols on City-run residential estates and support the Corporation's homelessness outreach service. They have no enforcement powers (including enforcement of byelaws) and their main functions are providing reassurance and deterring crime through a visible presence, collecting intelligence, and communicating issues to the City Police.

14. The aim of delegating CSAS powers is to give Parkguard officers more tools to deal with low-level disorder and ASB – the recommendation is to delegate powers to issue Fixed Penalty Notices (as a credible enforcement tool, although in practice used infrequently elsewhere), to require a name and address, to require the surrender of alcohol and tobacco, and to stop cycles riding on a footway. Full details on the proposals are available in the September paper (see *Background papers* section).
15. In response Members raised several questions, which are addressed below:
 - *The process for extending Parkguard's contract* – This is a separate issue to CSAS delegation. Parkguard's existing contract (held by Dept. Communities & Childrens Services) for patrolling social housing estates and supporting homelessness outreach was extended in July, prior to the September PAB meeting. Its value was within officer delegations and followed all internal clearance processes. Since September, the Corporation has been awarded grant funding from the Home Office to temporarily expand community safety patrolling, as part of a wider multi-borough bid to tackle crime on bridges. This expansion is also within officer delegations for approval by the relevant Category Board and is reported to relevant Members.
 - *A 'make or buy' analysis of Parkguard's services* – Members queried if funding could be better invested in the City Police. At present, this is not a live question – CSAS delegation carries no cost, the current contract is funded by DCCS budgets, and the temporary expansion is funded from a Home Office Safer Streets Fund grant that cannot be used for core policing services. A theoretical scenario involving a choice between Parkguard and City Police would depend on the objectives (with Parkguard being a service for lower-level crime and disorder), but in like-for-like personnel terms Parkguard is cheaper, more flexible, and faster to (de)mobilise than City Police officers.
 - *Powers available to Parkguard, including use of handcuffs* – At present, without CSAS powers, Parkguard officers operating in the City are in terms of powers no different to members of the public. Delegating CSAS powers would give them the powers listed at paragraph 13, but no more – they are not able to enforce byelaws and would not have powers of arrest or search. Parkguard officers do carry handcuffs but can use them only as could any member of the public – as a restraint in self-defence or as the least intrusive use of force. In practice their use of handcuffs (in the City and in other areas in which they operate) is exceptionally rare, and subject to automatic 'trigger codes' with incident reports sent to Parkguard's senior managers and supervisors.
 - *Oversight of the use of CSAS powers* – It is recommended that delegation of CSAS powers is accompanied by greater oversight and scrutiny of Parkguard,

linked also to the Home-Office funded expansion. This will entail: fortnightly working-level reporting to the multi-agency 'bridge crime' tasking group (comprising Corporation officials, City Police, other borough representatives, and the Safer Business Network) , quarterly reporting on use of CSAS powers to the Corporation, and quarterly reporting on both use of powers and wider operational activity to PAB and CSS committees. There is, as above, also pre-existing internal scrutiny of use of powers and all complaints are automatically sent to the Corporation for review. Lastly, the recommendation is for a *trial* of CSAS powers, to be evaluated in detail (with a report to Members) after one year.

16. Members should lastly be aware that Parkguard has, since July 2023, been delivering community safety patrols on Hampstead Heath in support of the Hampstead Heath Constabulary (under a separate contract to the one that funds patrols in the Square Mile). They are able to use CSAS powers on the Heath (which is under Metropolitan Police jurisdiction, within which Parkguard have held CSAS delegation since 2013). This is overseen (and approved by) the Hampstead Heath Committee, which by the time of December PAB, will have considered a report on their activities on the Heath to date, including data on their use of CSAS powers (the paper at item 8 on the agenda of the Heath Committee's meeting on 29 November refers).

Options

17. For the City's constabularies, there is an option to do a deeper review of governance, oversight, and operational coordination. This is outside of PAB's remit and at this stage there isn't a clear rationale from a policing perspective to go beyond examining the Heath Constabulary's oversight.
18. For byelaws, it is likely to be challenging to make a case to the Secretary of State for new byelaws on public highways that would be additional to existing primary national legislation. A case for amending and updating the byelaws relating to City walkways is potentially more likely to be successful but a decision to progress such a review would need to take into account the evidence base, the consultation required and the resources, cost & timescale involved. If Parkguard is granted CSAS powers then the possible review of the City Walkway bylaws could include a proposal for them to be able to enforce the bylaws in addition to the police. At this stage, however, Corporation officers do not believe there is a sufficiently strong case to commence such a review.
19. For CSAS, the lead alternatives are not to delegate any powers, or not to delegate the power to issue Fixed Penalty Notices (which is the only power that involves any form of punishment). Parkguard patrols will still be temporarily expanded regardless of the decision on CSAS, though the view of City Police and Corporation officers is that this will limit their effectiveness in tackling crime and disorder as they will lack a credible sanction and substantive powers to intervene in, for example, instances of dangerous cycling or drinking in prohibited places. As above, Fixed Penalty Notices are used rarely in practice by Parkguard in other areas so there is limited upside risk in delegating this power, the downside risk of

not doing so is the lack of a credible threat. Anecdotal evidence from other policing areas is that this is a useful tool for Parkguard / community safety patrols to have.

Proposals

20. This report recommends:

- A) That PAB considers whether to recommend to the Heath Committee that it should review the Heath Constabulary's oversight and uniform
- B) That PAB agrees to delegate CSAS powers to the City's community safety patrol (currently Parkguard) to give them more tools to tackle crime and disorder, with additional oversight
- C) That PAB notes the other conclusions of this report – that there are few other overlaps between City constabularies and policing, and that byelaws do not appear to offer a useful suite of tools for tackling crime and disorder in the Square Mile

Conclusion

21. This report has sought to answer two questions common to three issues – are there risks from the current (constabulary) or future (Parkguard) exercise of powers by “policing adjacent” organisations, and are there opportunities to use current (byelaw) or future (CSAS) powers to better effect to reduce crime and disorder.

22. On the first, it concludes that City constabularies and City Police are largely distinct (and differentiable), though with a question about the Heath Constabulary. On the second, it discounts the practical utility of City byelaws. In turn, it instead recommends delegating CSAS powers to Parkguard as a way to enhance their work to reduce crime and disorder, and that this should be accompanied by greater oversight and scrutiny (to balance the potential risks of giving a “policing adjacent” service some enforcement powers).

Appendices

- Appendix 1 – Detail of City Constabularies
- Appendix 2 – 2023 Letter from City of London Police Commissioner endorsing delegation of CSAS powers to Parkguard
- Appendix 3 – City Walkway Byelaws

Background Papers

Community Safety Patrolling and Delegation of Community Safety Accreditation Scheme powers – *September PAB paper* – Available [here](#)

Charles Smart

Policy Officer, Police Authority

T: n/a

E: Charles.smart@cityoflondon.gov.uk

Organisation	Background and legislative basis	Size, powers, and tasking	Oversight, accountability, and funding	Appearance, and relation to other police
Hampstead Heath Constabulary	<p>Originally part of the LCC Parks Authority (est. 1889), transferred to the Corporation along with Heath ownership in 1992.</p> <p>HHC are sworn as constables under Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967.</p>	<p>5 attested constables (recently reduced from team of 12), plans to recruit additional rangers who will not be constables.</p> <p>Powers to enforce Heath and open spaces bylaws and regulations, though mainly reporting and taking of names and addresses of offenders – power of arrest is used very rarely.</p> <p>Tasked and controlled by themselves.</p>	<p>Accountable to the Asst. Director of North London Open Spaces, no formal reporting requirements, though ad-hoc reports produced for Hampstead Heath, Highgate Wood and Queen’s Park C’ttee.</p> <p>Complaints handled by Corporation, via Environment dept. Not inspected by HMICFRS, and there is no relationship to the IOPC, as they are Corporation/council officers.</p> <p>Funded from City Cash (Hampstead Heath ‘local risk’ budget)</p>	<p>Uniform very similar to City of London Police, including red-white check detail. Link. Vehicles are in police colours with City of London logo.</p> <p>Work with Met Police, to whom any serious crimes are passed. Parkguard have been contracted to support the HHC, on the Heath.</p>
Epping Forest Keepers Page 151	<p>Established under the Epping Forest Acts 1878 and 1880 which formally transferred the forest to the Corporation.</p> <p>Keepers are sworn as constables under these Acts.</p>	<p>16 keepers and assistant keepers, 2 managers, 4 enforcement officers.</p> <p>Power to enforce Epping Forest bylaws (e.g. cycling, horse-riding, protecting deer) and LA bylaws on litter and dogs. Power to arrest, but used rarely. Can bring prosecutions in Magistrates and Crown courts.</p> <p>Tasked and controlled by the Head of Operations (Head Keeper).</p>	<p>Overseen by, and accountable to, the Corporation’s Executive Director of Environment and the Epping Forest and Commons C’ttee, to whom they report bimonthly.</p> <p>Current legal view (from 2012) is Keepers are not answerable to the IOPC, and complaints are handled by the Corporation. Not inspected by HMICFRS.</p> <p>Funded by Epping Forest Charity, which in turn is 50% funded by City Cash and 50% funded by locally-generated income.</p>	<p>Uniform is khaki, not police-like. Vehicles are in police colours but with black bonnets. Link</p> <p>Keepers work with Essex & Met police, regularly attend tasking and briefing meetings, and have information sharing agreements.</p> <p>Occasional work with Border Force, water bailiffs, LA ASB officers.</p>
CoL Markets Constabularies	<p>No bespoke legislation – operate under the Local Government Miscellaneous Provisions Act 1982</p>	<p>1 general manager, 3 heads of security (1 for each market), 7 sergeants, 37 constables, 1 security administrator</p> <p>Power to enforce LG Misc. Provisions (e.g. around fire precautions) and Smithfield team have limited</p>	<p>Overseen by Markets Director, though ultimately report to Corporation’s Chief Operating Officer (Emma Moore)</p>	<p>Uniform like generic security guard, though with CoLP red-white check detail. Link. Vehicles are white and clearly branded as ‘constabulary’ not police. link</p>

		<p>added powers under local authority status (e.g. no smoking, no fly tipping)</p> <p>Tasked, ultimately, by the General Manager (at Billingsgate, who is responsible for all 3 markets' security)</p>	<p>No public reporting requirements, and no current professional standards although SIA accreditation is about to be rolled out</p> <p>Funded by market service charges – i.e. market tenants fund them as security</p>	<p>Work with police mainly around protests and threats, and with CTSA. Criminal incidents and immigration cases (in vehicles) are reported to local forces (CoLP, Tower Hamlets, Waltham Forest).</p>
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Appendix 3 – City Walkway Byelaws



CORPORATION OF LONDON

BYELAWS made under Section 12 of the City of London (Various Powers) Act 1967, by The Mayor and Commonalty and Citizens of the City of London, acting by the Common Council, with respect to City Walkways.

1. In these Byelaws—

“the Corporation” means the Mayor and Commonalty and Citizens of the City of London, acting by the Common Council;

“Act of 1967” means the City of London (Various Powers) Act 1967;

“Act of 1969” means the City of London (Various Powers) Act 1969;

“balustrade” means any balustrade, wall, railing or fence comprised in or adjoining any City Walkway;

“City Walkway” means a place within the City of London declared to be a City Walkway by the Corporation in pursuance of Section 6 of the Act of 1967;

“invalid carriage” means a mechanically propelled vehicle, the weight of which, unladen, does not exceed five hundredweight and which is specially designed and constructed, and not merely adapted, for the use of a person suffering from some physical defect or disability and is used solely by such a person;

“vehicle” means a car, van, lorry, caravan, truck, motorcycle, cycle or any other vehicle whether mechanically propelled or not, but it does not include a perambulator, invalid chair or invalid carriage.

2. Any act necessary for the proper execution of his duty by (1) an officer of the Corporation, (2) a Police Constable, (3) a Fire Officer, (4) an Ambulance Officer, or (5) any person, or the servant of any person, employed, engaged or appointed by the Corporation or any statutory undertaker for the purpose of carrying out any of their functions, or any act done with the consent of a Police Constable in uniform, shall not be deemed an offence against these Byelaws.

3. Any act required to be carried out by any person in or upon a City Walkway in pursuance of a statutory requirement or notice served by the Corporation under such a requirement, shall not be deemed an offence against these Byelaws.

4. Any act carried out by any person in or upon a City Walkway with the written consent of the Corporation given in pursuance of Section 18 of the Act of 1967 as amended by Section 14 of the Act of 1969, shall not be deemed an offence against these Byelaws.

5. No person shall, when on a City Walkway—
 - (1) place or cause to be placed any article or substance on any balustrade;
 - (2) wilfully throw or drop, or cause to be thrown or dropped, upon or from that City Walkway, any article or substance;
 - (3) climb or sit on any balustrade;
 - (4) bring or cause to be brought any dog which is not on a lead and kept under effective control;
 - (5) allow any dog under his control or ownership to foul any part thereof by depositing its excrement thereon — Provided that a person shall not be liable to be convicted of an offence against this Byelaw if the fouling of the City Walkway by the dog was not due to culpable neglect or default of that person;
 - (6) play any instrument of music;
 - (7) use or operate any radio, record or cassette player or other similar instrument;
 - (8) bring or cause to be brought any vehicle;
 - (9) ride or cause to be ridden any horse or other animal;
 - (10) bring or cause to be brought any horse, pony, mule, ass, goat or cattle;
 - (11) importune any person for the purpose of taking or selling any photograph;
 - (12) set up any structure or erection;
 - (13) climb on any tree;
 - (14) enter or walk on parts thereof where entry or walking is for the time being prohibited by exhibited notices authorized by the Corporation;
 - (15) interfere with or obstruct any officer of the Corporation in the execution of his duty.

6. Every person who shall offend against any of the foregoing Byelaws shall be liable upon summary conviction for any such offence to a fine not exceeding £20.

Examined,
(Signed) DESMOND HEAP,
Comptroller and City Solicitor.



The Common Seal of the Mayor and Commonalty and Citizens of the City of London was affixed to these Byelaws at a duly constituted Meeting of the Court of Common Council held on the 29th day of November, 1973, and in my presence.

(Signed) EDWARD NICHOLS,
Town Clerk.

The foregoing byelaws are hereby confirmed by the Secretary of State for the Environment and shall come into operation on the 1st June, 1974.

(Signed) S.T. GARRISH
An Assistant Secretary in the Department
of the Environment.

Signed by the authority of the Secretary of State
2nd May, 1974.



CITY WALKWAY — ADDITIONAL BYELAW

ADDITIONAL BYELAW made under Section 12 of the City of London (Various Powers) Act 1967, by the Mayor and Commonalty and Citizens of the City of London, acting by the Common Council, with respect to City Walkways.

1. In this byelaw

“the Principal Byelaws” means the byelaws made by the Mayor and Commonalty and Citizens of the City of London on the 29th day of November, 1973 and confirmed by the Secretary of State on the 2nd May, 1974.

2. The following byelaw is inserted after byelaw 5(15) in the Principal Byelaws—

“(16) ride or cause to be ridden any roller skates or skateboard”.

Dated the 12th day of JUNE 1990.



The Common Seal of the Mayor and Commonalty and Citizens of the City of London was hereunto affixed in the presence of—

(Signed) T.C. SIMMONS
Deputy Town Clerk.

DET 1335

The foregoing byelaws are hereby confirmed by the Secretary of State for Transport and shall come into force on 26th March 1991.

Signed by authority of
the Secretary of State
for Transport
26 February 1991

(Signed) N.T. REES
An Assistant Secretary
in the Department
of Transport

ENC 7447

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Pete O'Doherty
Temporary Commissioner

Pete.O'Doherty@cityoflondon.police.uk

Direct line
020 7601 2002

13th November 2023

Ian Thomas CBE
Town Clerk and Chief Executive
City of London Corporation
Guildhall
London
EC2P 2EJ

Dear Ian,


Following extensive consultation and coordination between the City of London Police and The City of London Corporation, I am pleased to confirm that I fully endorse the use of Community Safety Accreditation Scheme (CSAS) Powers within the City of London.

The concept of CSAS was established by the Police Reform Act 2002 and enables me to accredit staff from a variety of sources that will include key stakeholders from Transport for London and private enterprise, with increased powers to deal with traffic management and to tackle graffiti, litter and anti-social behaviour. This supports policing efforts to reduce crime and disorder by increasing the effectiveness of their accredited staff and enabling a closer working relationship with local police forces.

CSAS authorisation requires enhanced training standards, accountability procedures and vetting, the governance of this is being established with the Metropolitan Police Service with whom we will work closely to ensure close scrutiny and management of those utilising the given powers.

Please accept this letter as formal notification of the endorsement of the CSAS powers.

Yours sincerely,


Pete O'Doherty
Temporary Commissioner

City of London Police HQ

Address 4th Floor, Guildhall Yard East, London EC2V 5AE

Telephone +44 (0) 20 7601 2222 **Textphone** +44 (0) 20 7601 2906

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Committee(s): Police Authority Board – for decision	Dated: 13 December 2023
Subject: Next steps on Barbican CCTV	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1 – People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N
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 author: Charles Smart, Police Authority team	

Summary

The Police Authority Board earlier this year revived the question of whether police-monitored CCTV should be installed on the Barbican estate. Having reviewed crime and ASB rates in the Barbican, the City Police and Corporation officials believe there is not a clear case for installation, and recommend that the issue is kept under review by the Safer City Partnership.

Recommendation(s)

Members are asked to endorse the recommendation not to pursue installation of CCTV at this point, and for the Safer City Partnership to keep the matter under review.

Main Report

Background

1. There is an existing “police CCTV” network covering the City’s streets that is run and monitored by the City Police. It is important to note that this is a distinct system from the many other networks used by businesses or private premises, and where this report refers to “CCTV”, unless stated otherwise, this means the City-Police-run network.
2. In 2016-17 the Corporation considered whether to extend the City Police CCTV network across the Barbican residential estate as part of a wider security review (the Barbican Centre, i.e. the arts and culture venue, already has CCTV coverage overseen by City Police, and Barbican car parks also have CCTV and 24-hour on-site security teams). The City Police conducted a privacy impact assessment

which concluded – largely on the basis of low crime rates – that CCTV installation in residential areas was not appropriate or proportionate.

3. A decision was taken to review the question once the Moorgate Crossrail development was completed, on the basis that the associated higher footfall might increase crime and disorder on the Barbican estate. Earlier this year a Police Authority Board Member recalled this decision noting Crossrail / Elizabeth Line was now open (as of May 2022), so the question has been revived.

Current Position

4. The City Police have reviewed crime and disorder data on the Barbican estate from June 2018 to September 2023 – a timeframe which includes a ‘pre-Covid baseline’ and 15 months of Crossrail / the Elizabeth line being open. Their report (*see appendix*) concludes there is not evidence to suggest a crime and disorder problem in the Barbican – all crime has risen by 4% since 2018 (equivalent to 38 more crimes a year), and all recorded anti-social behaviour has fallen by 22% (a fall of 49 reports a year).
5. While no formal consultation has been undertaken, the Corporation has not received any representations from Barbican residents about now installing CCTV on the estate (and, indeed, residents were predominantly against installation in 2016-17). Nor have there been any other calls from other quarters for CCTV on the estate.
6. As such – with no clear case for the proposal and no explicit support for it – the City Police and Corporation officials agree installation should not be pursued at this point.

Options

7. Option 1, the recommended option, is to place the question with the Safer City Partnership for ongoing review. The SCP includes representatives from the City Police and from across the Corporation including Barbican estate officials, and currently has a sub-group dedicated to the issue of ASB in the City. It conducts annual reviews of crime, disorder, ASB and safety in the City, and these would identify if there were a substantive change in volumes on the Barbican estate that might justify considering CCTV as an option. The SCP is overseen by the Crime and Disorder Scrutiny Committee so Members will have sight of this work.
8. Option 2 would be to take further steps to exploring CCTV installation. This would entail opening discussions with the Chamberlain’s about funding (for which, as above, there is not clear justification) and a range of administrative work potentially including a resident’s consultation and production of another privacy impact assessment.
9. Members should also note that the Corporation is subject to audits by the Biometrics and Surveillance Camera Commissioner on compliance with CCTV regulations, and that other external bodies take an interest in the proliferation of

cameras without good cause, both of which may raise issues in pursuing the option further on the basis of current evidence.

10. Lastly, while not an option for the Police Authority Board it remains open to the City Corporation to install its own CCTV network across the residential estate, in its role as landlord. It would be likely that a large proportion of the cost of such an approach would be recharged to residential leaseholders. This would be a matter for Community and Children's Services committee, although we do not recommend a formal referral to that committees from PAB.

Proposals

11. This report proposes Option 1, as set out above.

Corporate & Strategic Implications

Option 1 has limited-to-no implications, as keeping the matter under review by the SCP minimises any risk or reputational issues.

Option 2 has, initially, resource implications of further administrative work and a range of financial, legal, and risk implications if CCTV installation were to be pursued to implementation. The estimated cost in 2016 was £215,000.

Conclusion

12. Having reviewed the evidence, City Police and Corporation officials have concluded that there remains no clear case for installing CCTV on the Barbican residential estate. Members are asked to agree the recommendation that installation is not pursued further, with the matter kept under review by the Safer City Partnership who will continue to monitor crime and ASB volumes in the Barbican.

Appendices

- Appendix 1 (**non public**) – City Police overview of Barbican Crime (*NB – typo in heading for this, the report covers crime and ASB up to 31 August 2023, not 2022*)

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September 2023

Barbican Crime Overview

01/06/2018 – 31/08/2022

Compiled by	Data Analyst, Force Performance Unit
Reviewed by	Head of Business Information
Directorate:	Corporate Services
Date completed:	07/09/2023

Barbican Crime Overview

Introduction

This report has been commissioned by the City of London Corporation to understand if there is an evidential base for additional CCTV cameras within the Barbican Estate. Analysis of the crime and ASB trends that occur with the Barbican Estate will be completed to support the decision-making process.

This report provides an insight into the volumes of crimes and ASB that occurred within the Barbican Estate. For the purposes of this report, location data was selected for all streets within the Barbican Estate. This does not include Aldersgate Street / Long Road / Chiswell Street and London Wall as these roads are already covered by CCTV.

The data in this report covers the period 01/06/2018 – 31/08/2022. Focusing on Home Office recordable Crimes and Anti-Social Behaviour incidents (ASB). A crime is referred to as a Home Office Recordable Crime that meets the counting rules defined by the Home Office. Anti-social behaviour (ASB) was defined in the Crime and Disorder Act (1998) as acting 'in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons not of the same household as the perpetrator'. This definition included low level public order offences and other offences which are notifiable crimes and therefore beyond the remit of NSIR (National Standard for Incident Recording).

When volumes are low, these can account for large percentages changes either positively or negatively. It's important that this is accounted for when completing any analysis.

Key Findings

- There has been a 3% (+38) increase year on year and a 4% (+32) increase from 2018 for all crime experienced in the Barbican. Rolling 12-month comparisons have been used which compares September 2021 – August 2022 to September 2022- August 2023. This is less than the increase of 'All crime' demonstrated across the City.
- The main crime types that occur within the Barbican are Theft Offences, Violence Against the Person and Drug Offences. This is a consistent trend over the last 5 years and remains the same in the last 12 months.
- The analysis demonstrates there are no statistically significant crime increases in the Barbican estate currently. Crime is within normal control limits and have been constantly so over the last 12 months.

- When focusing on the volumes of all ASB that occurred within the Barbican estate the table below demonstrates there has been a decrease in ASB incidents both year on year (-6%) and compared to 5 years ago (-22%).
- Inconsiderate behaviour is the main ASB incident type experienced in Barbican and this is the same over the last 12 months.

Recommendations

- Based on this report and the data alone there is not enough evidence to suggest that there is a problem with crime or ASB incidents in the Barbican estate.
- This report focused only on Crime and ASB volume and trends within the area. The scope of the report could be expanded to further understand the impact/harm to victims with a particular focus on repeat victims.
- Further research and understanding of evidence-based practice would be helpful to understand if this would be a viable solution as findings have been mixed. Understanding the impacts such as possible crime displacement or potential increase in crime (if more people travel through that area because CCTV is installed which could create more victim opportunities) This would further support the decision-making process.

Background

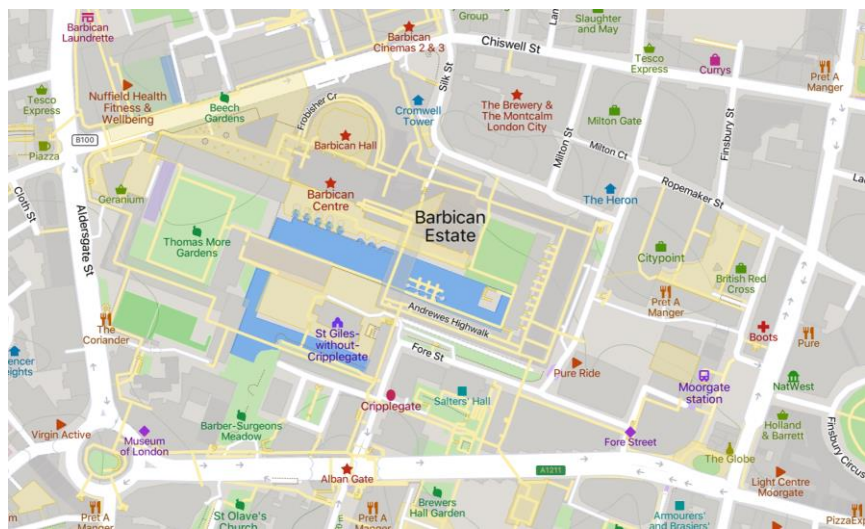
The College of Policing have published several different meta-reviews of research papers that review the prevention of personal and property crime. There is mixed evidence as to CCTV's direct impact on crime. Where there is evidence that CCTV reduces crime, this is particularly in relation to reducing crime in car parks and, to a lesser extent, residential areas. In these cases, the most significant reductions were for drug crimes, vehicle crime and property crime. There was no evidence of an effect on violent crime and disorder.

Another report published by the College of Policing review found that CCTV was more effective (34% decrease in crime) when it was implemented alongside multiple complementary interventions such as improved lighting, fencing, and signalling. CCTV implemented on its own or alongside one other intervention did not have a statistically significant effect in reducing crime.

The Barbican Estate, commonly known as 'The Barbican' is a residential area of approximately 2000 properties covering 40 acres. The area also includes The Barbican Arts Centre, Guildhall School of Music & Drama, the Museum of London, the Barbican Public Library and The City of London School for Girls. The estate is managed by the Corporation of London and has Grade II listed status as an area of special architectural interest.



This report has been designed to complete an analysis of crime and incident data to understand if there are any trends or on-going crime problems in the Barbican that could benefit from the introduction of CCTV.

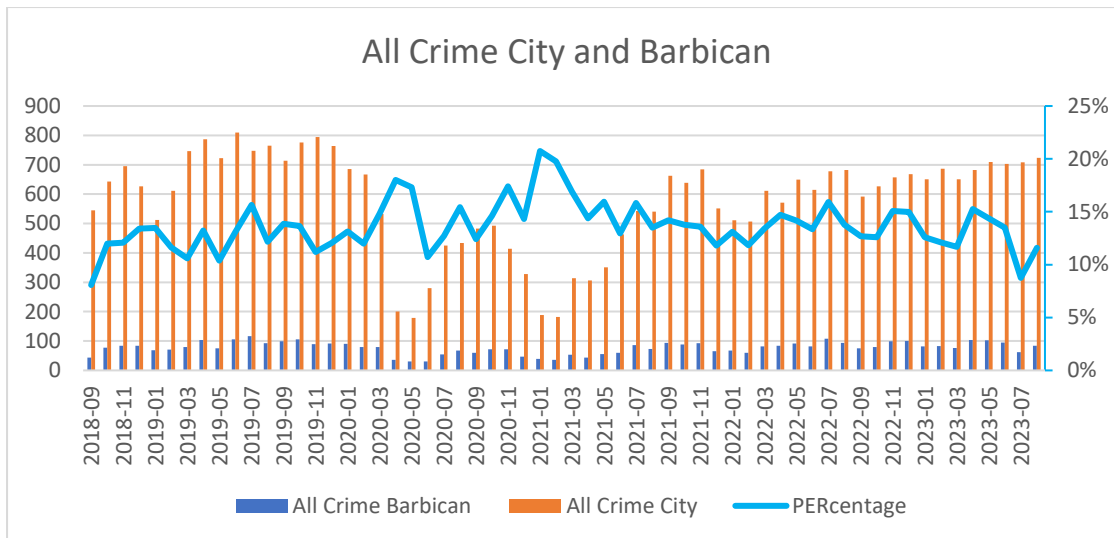


All Crime and the Barbican

The below graph demonstrates the volumes of crime in the Barbican compared to all crime that has occurred within the City. The trends seen within the Barbican run parallel to the trends for all crime that occurred in the City although levels are lower which is to be expected.

The graph has two axis one that shows the volume and one that shows the percentage of all crime. It interesting to note that the percentage line is consistent and volumes of crime in the Barbican were not as impacted as the rest of the City by the COVID-19 Pandemic- this is likely to be due to this being one of the only resident areas occupied during that time.

On average crime that occurs within the Barbican estate accounts for an average of 14% of all crime that occurs within the City.



The table below demonstrates the percentage of crime that occurs within the Barbican Estate compared to all crime experienced in the City.

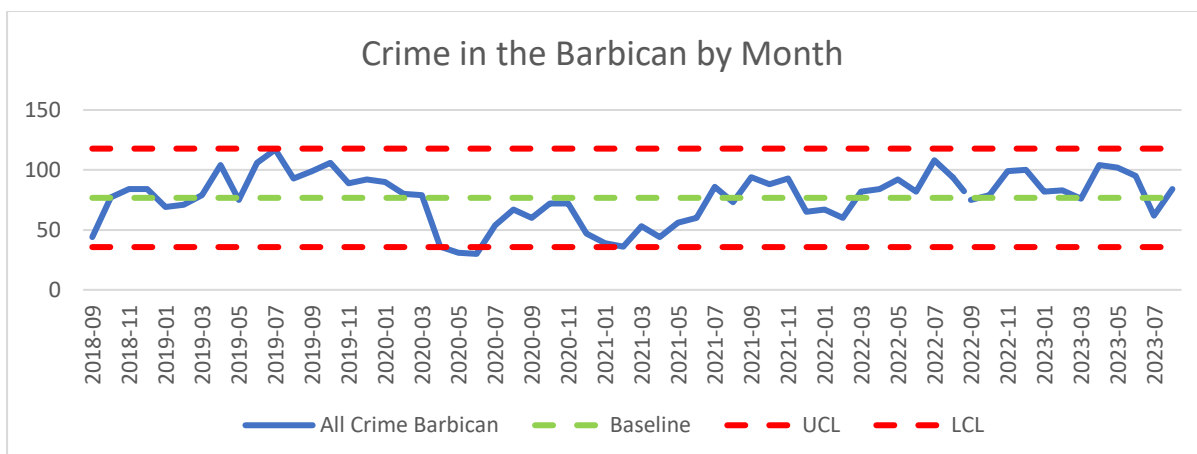
Percentage of All Crime	
Year	
2018/19	12%
2019/20	13%
2020/21	15%
2021/22	14%
2022/23	13%

When looking at percentage changes over the last 5 years there has been a 3% (+38) increase compared to last year and a 4% (+32) increase from 2018. Rolling 12-month comparisons have been used which compares September 2021 – August 2022 to September 2022- August 2023.

	2018	2019	2020	2021	2022/23
All Crime	1003	853	698	1009	1041

1 year % change	1 year change	5 years % change	5 years change
3%	32	4%	38

The below graph breaks down the volumes of crime in the Barbican over the last 5 years by month. This has been completed using a Statistical Process Chart to highlight any trends or exceptions within the data. The graph demonstrates that crime is within the acceptable control limits and has been consistently around the baseline since June 2021 which is when crime volumes started to return to normal after the pandemic. This fell below the baseline during the months May and June 2020 due to the impact of COVID-19.



Crime in the Barbican by Crime Type

The below graph demonstrates that the top 3 categories of crime that occur within the Barbican are Theft Offences, Violence Against the Person and Drug Offences. This is a consistent trend over the last 5 years and remains the same in the last 12 months.

Crime types	18/19	19/20	20/21	21/22	22/23	23/24
THEFT OFFENCES	604	483	365	626	673	2751
VIOLENCE AGAINST THE PERSON	170	118	83	141	125	637
DRUG OFFENCES	65	64	65	56	63	313
PUBLIC DISORDER	70	49	46	54	49	268
MISCELLANEOUS CRIMES AGAINST SOCIETY	23	59	64	48	43	237
CRIMINAL DAMAGE & ARSON	38	47	43	48	39	215
ROBBERY	16	21	13	15	16	81
SEXUAL OFFENCES	11	5	8	17	23	64
POSSESSION OF WEAPONS OFFENCES	6	7	11	4	10	38
Grand Total	1003	853	698	1009	1041	4604

Theft Offences

Theft Offences are the highest volume of offences that occur in all areas of the City, and it is not surprising that this is replicated in the Barbican.

Crime Tree LV4 Desc	18/19	19/20	20/21	21/22	22/23	1 year % change	1 year change	5 year % change	5 year change
ALL OTHER THEFT OFFENCES	348	205	91	207	278	34%	71	-20%	-70
THEFT FROM THE PERSON	75	119	105	232	241	4%	9	221%	166
BURGLARY - BUSINESS/COMMUNITY	33	36	16	34	49	44%	15	48%	16
BICYCLE THEFT	95	63	54	54	40	-26%	-14	-58%	-55
SHOPLIFTING	27	38	74	53	39	-26%	-14	44%	12
THEFT OF MOTOR VEHICLE	9	8	10	20	11	-45%	-9	22%	2
THEFT FROM MOTOR VEHICLE	10	10	10	16	9	-44%	-7	-10%	-1
BURGLARY - RESIDENTIAL	6	3	5	10	6	-40%	-4	0%	0
VEHICLE INTERFERENCE	1	1	0	0	0	0%	0	-100%	-1
Grand Total	604	483	365	626	673	8%	47	11%	69

It is interesting to note that when looking at theft offences overall there has been an 8% (47) increase in 1 year and 11% (+69) to five years ago. These are much smaller increases than are being seen for the rest of the City as the rolling 12-month comparison shows an 24% increase for theft offences which is an additional 937 crimes.

There has been a decrease in all other theft offences compared to five years ago of -20% (-70) but a year-on-year increase of 34% (71). When compared to all other theft across the whole City the increase is 46% (+640) crimes.

There has been a small increase in theft from the person offences year on year 4% (+9) and a bigger increase over five years of 221% (+166). This is likely to be due to the high crime year in 19/20 being predominantly driven by all other theft offences rather than theft from the person.

Violence Against the Person

The below table demonstrates the breakdown of violence against the person offences in the Barbican. There are consistent decreases both year on year and when comparing to five years ago which is positive.

Crime Tree LV4 Desc	18/19	19/20	20/21	21/22	22/23	68	1 year % change	1 year change	5 year % change	5 year change
VIOLENCE WITHOUT INJURY	92	60	37	72	68	68	-6%	-4	-26%	-24
VIOLENCE WITH INJURY	41	34	22	36	31	31	-14%	-5	-24%	-10
STALKING AND HARASSMENT	37	24	24	32	26	26	-19%	-6	-30%	-11
HOMICIDE	0	0	0	1	0	0	-100%	-1	0%	0
Grand Total	170	118	83	141	125	125	-11%	-16	-26%	-45

This suggests there are lower levels of high harm offences occurring in the Barbican than there were last year, as well as five years ago.

Generally, the City has higher volumes of lower-level violent crime such as violence without injury, which is predominantly common assault. There are smaller volumes of more harmful crime such as the violence with injury offences.

Drug Offences

The below table demonstrates the breakdown of drug offences in the Barbican. In terms of trends there have been very small changes in this category.

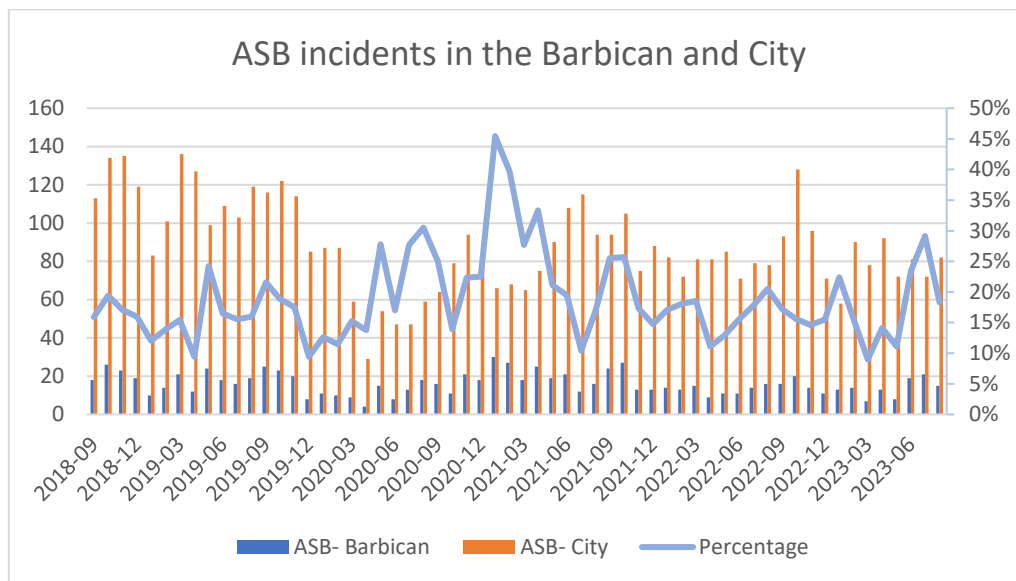
Crime Tree LV4 Desc	18/19	19/20	20/21	21/22	22/23	55	1 year % change	1 year change	5 year % change	5 year change
DRUG POSSESSION	45	53	60	50	55	55	10%	5	22%	10
DRUG TRAFFICKING	20	11	5	6	8	8	33%	2	-60%	-12
Grand Total	65	64	65	56	63	63	13%	7	-3%	-2

The City of London Police has a positive outcome rate of 21% which is higher than the national average and is mainly driven by 'crimes against society' crimes, and drugs fall into this category. This tends to demonstrate positive pro-active policing behaviour.

ASB Trends

The below graph looks at the volumes of ASB incidents in the Barbican Estate compared to all ASB that has occurred within the City. As with crime, similar patterns can be demonstrated although there is much more fluctuation in the percentage of ASB to all ASB than the volumes experienced within the Barbican. This is likely to be due to the small volumes.

ASB that occurs within the Barbican Estate accounts for on average 19% of all ASB that takes place within the City. This is slightly skewed over 5 years due to COVID-19 where ASB in the Barbican made up for a higher percentage of all ASB in the City. This was due to this area being occupied during this time.



The table below clearly highlights further the impact of COVID-19 on ASB in the Barbican. As almost half of ASB incidents occurred there during this period. Whilst crime levels reduced significant during covid, this was not the same for ASB. The percentage of ASB in the Barbican of all ASB incidents has increased year on year by 5% and 1% five years ago.

Year	Percentage of All ASB
18/19	16%
19/20	18%
20/21	45%
21/22	12%
22/23	17%

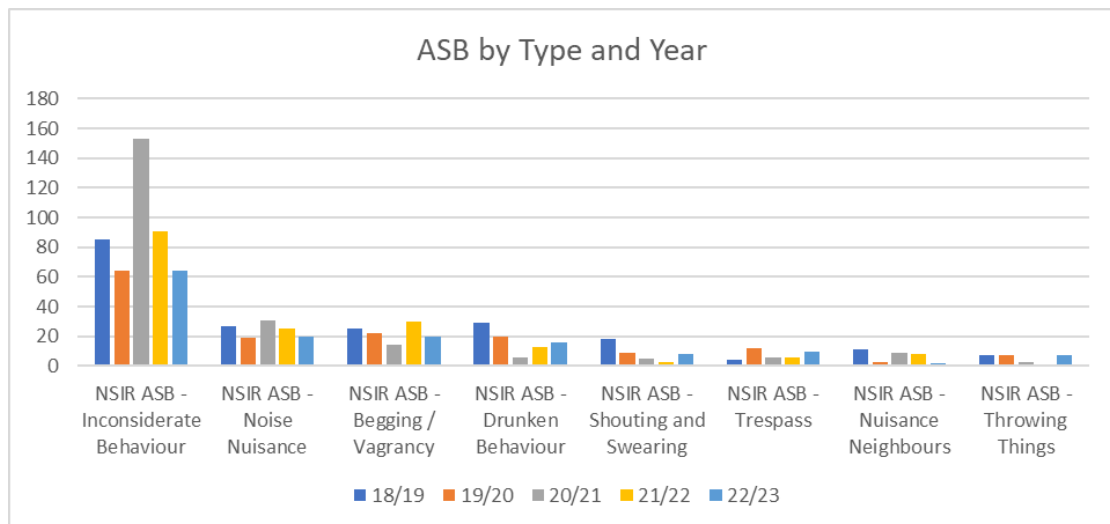
When focusing on the volumes of all ASB that occurred within the Barbican estate the table below demonstrates there has been a decrease in ASB incidents both year on year (-6%) and compared to 5 years ago (-22%).

	2018	2019	2020	2021	2022	1 year % change	1 year change	5 year % change	5 year change
ASB	220	164	233	181	171	-6%	-10	-22%	-49

When analysing the types of ASB incidents that occur within the Barbican estate these are outlined below. The top seven ASB have been used for this report for clarity. The table below demonstrates that ASB- Inconsiderate behaviour is the greatest ASB type experienced on the Barbican Estate.

	18/19	19/20	20/21	21/22	22/23
NSIR ASB - Inconsiderate Behaviour	85	64	153	91	64
NSIR ASB - Noise Nuisance	27	19	31	25	20
NSIR ASB - Begging / Vagrancy	25	22	14	30	20
NSIR ASB - Drunken Behaviour	29	20	6	13	16
NSIR ASB - Shouting and Swearing	18	9	5	3	8
NSIR ASB - Trespass	4	12	6	6	10
NSIR ASB - Nuisance Neighbours	11	3	9	8	2
NSIR ASB - Throwing Things	7	7	3	1	7

The below graph shows the trends over the last 5 years and it's clear that every year Inconsiderate behaviour is the main ASB incident type. In the last 12 months there has been an increase in Begging/Vagrancy and there has been a significant amount of positive work both by the Police and Partners through Operation Luscombe to address this.



When completing a dip sample of what is considered to be ASB type 'Inconsiderate behaviours' the below themes came to light.

- Skateboarders
- Parkour
- Spitting

- Public Urination

Conclusion

There has been small increase in crime in the Barbican over the last 12 months (4%) and over the last 5 years (3%). This is not a statistically significant increase. The Statistical Process charts over the last five years shows that crime is within tolerance currently.

ASB incident levels have decreased both year on year (%) and over the last five years (%).

Based on the data alone and not considering the ongoing impact and harm that can be caused by crime and ASB incidents to people the data trends do not suggest a statistical problem for crime or ASB volumes and trends in the Barbican. City of London Police continue to analyse the data and trends on a regular basis.

Committee(s): Police: Resource Risk and Estates Committee Police Authority Board	Dated: 27 th November 2023 13 th December 2023
Subject: City of London Police Risk Register Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 139-23	For Information
Report author: Sasha McAulay, Risk and Audit Manager	

Summary

This report provides Members with the current position of the refreshed risk profile highlighting the risks against the achievement of the Policing Plan objectives.

The City of London Police risk register is managed using the Pentana risk system so that they are presented in the same format as other parts of the City of London Corporation. This report highlights the operational and organisational risks City of London Police is monitoring using this system.

Since the last risk profile presented to RREC a full review of all 33 Force risks and 6 Force issues has been completed with refreshed actions, owners and due dates set.

This has resulted in:

- 1 new risk
- 2 downgraded risks
- 1 upgraded risk
- 4 risks removed
- 2 issues being reverted to risks
- 1 issue being closed

The following heatmaps profile the spread of current risk scores across the CoLP organisational and operational risks – at present 9 of the 12 organisational risks and 15 of the 18 operational risks are their target risk score.

Organisational Risk	Operational Risk	Top 6 Risks
		<ul style="list-style-type: none"> ○ Inability to maintain Firearms SLA (32↔) ○ Future Police Estate does not meet operational requirements (16↑) ○ Failure to deliver 30% or more of the Change Portfolio Plan (16↓) ○ Vulnerability of Force IT network (16↔) ○ Failure of performance as National Lead Force (16↔) ○ Failure to deliver the target go-live date of the FCCRAS Programme on 1st March 2024 (16↔)
12 risks, 75% at target score	18 risks, 83% at target score	

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. This report provides a public note of City of London Police's risk profile so risks can be scrutinised by Members without providing oversight of operational actions that might prejudice police operational activity. City of London Police has consulted with the Chair and Deputy Chair of Resource Risk and Estates Committee who have indicated that they are satisfied with the presentation of this report as it appears on the agenda.

Force Risk Register Structure

2. The Force risk register is currently split into two sections along Organisational and Operational areas in support of the 6 priorities within the Policing Plan.
 - Organisational Risk Areas
 - Our People
 - Our Resources
 - Efficiency & Effectiveness
 - Operational Risk Areas
 - Keep People who live, work and visit the City Safe and feeling safe
 - Protect the UK from the threat of Economic & Cyber Crime
 - Putting the victim at the heart of everything we do
3. The current risks within each area are detailed within the following tables for Members' reference.

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP ORG 01	Failure to ensure we recruit & retain sufficient staff to maintain police uplift numbers both locally & fraud uplift with the right skills and to meet our diversity ambitions	Our People	Chief Operating Officer	Serious	Unlikely	4	GREEN	↓	Serious	Unlikely	4	GREEN
CoLP ORG 02	Impact of Force vacancy factor on police staff workload and morale	Our People	Chief Operating Officer	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER
CoLP ORG 03	Force lacks experienced officers due to uplift number and retirement of experienced officers due to changes in pay and conditions	Our People	Chief Operating Officer	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER

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Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic light
CoLP ORG 04	Failure to deliver the target go-live date of the FCCRAS Programme on 1st March 2024	Our Resources	Service Delivery Director	Major	Likely	16	RED	→	Major	Likely	16	RED
CoLP ORG 05	Police Funding: Failure to maintain a balanced budget	Our Resources	CFO	Major	Possible	12	AMBER	→	Major	Unlikely	8	AMBER
CoLP ORG 06	Future police estate does not meet operational requirements	Our Resources	Commissioner	Major	Likely	16	RED	↑	Major	Unlikely	8	AMBER
CoLP ORG 07	Failure to deliver Force Fleet Strategy to replace and maintain vehicle fleet in support of operational activities	Our Resources	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP ORG 09	Failure to deliver 30% or more of Change Portfolio Plan	Efficiency & Effectiveness	AC NLF	Extreme	Unlikely	16	RED	↓	Extreme	Unlikely	16	RED
CoLP ORG 10	Failure to implement to HMICFRS Inspection and CoL Internal Audit Recommendations	Efficiency & Effectiveness	AC Ops	Major	Unlikely	8	AMBER	→	Major	Unlikely	8	AMBER
CoLP ORG 11	Vulnerability of Force IT network security being compromised. Including data exfiltration, denial of service, ransomware and other malicious activity across the force network and systems that would have a direct impact on operational effectiveness and capability.	Efficiency & Effectiveness	AC NLF	Extreme	Possible	16	RED	→	Extreme	Unlikely	16	RED
CoLP ORG 12	Failure to deliver Corporate Services Review	Efficiency & Effectiveness	Commissioner	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER
CoLP ORG 13	Loss of public confidence in professionalism and trust with Force	Efficiency & Effectiveness	AC Ops	Major	Possible	12	AMBER	→	Major	Unlikely	8	AMBER

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 01	Realisation of a Terrorist Event with inadequate Force response	Keep people who live, work and visit the City Safe	Commander Ops	Major	Unlikely	8	AMBER	➔	Major	Unlikely	8	AMBER
CoLP OP 02	Failure to respond to OCG activity	Keep people who live, work and visit the City Safe	Commander Ops & NLF	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 03	Failure to contain a public order event	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 04	Inadequate response to a Civil Emergency	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 05	Failure to respond to CSE within City	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 06	Rise in Violent Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Possible	12	AMBER	⬇	Serious	Unlikely	4	GREEN
CoLP OP 07	Rise in Acquisitive Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Possible	12	AMBER	⬇	Serious	Unlikely	4	GREEN
CoLP OP 08	Lack of resilience in Force Control room hampers ability to respond	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 09	Lack of capacity and skills officers' hampers ability to investigate homicides	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 21	Inability to maintain Firearms SLA due to a) current national reflection of firearms officers and b) ongoing recruitment challenges around firearms officers	Keep people who live, work and visit the City Safe	Commander Ops	Extreme	Likely	32	RED	N/A	Major	Possible	12	AMBER

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 10	Force Cyber Crime Unit ability to respond to a Cyber Threat impacting City businesses or residents	Protect the UK from the threat of Economic & Cyber Crime	Commander Ops	Serious	Possible	6	AMBER	→	Serious	Possible	6	AMBER
CoLP OP 11	Failure of performance as National Lead Force	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Extreme	Unlikely	16	RED	→	Extreme	Unlikely	16	RED
CoLP OP 13	Failure to maintain existing services within Action Fraud System	Protect the UK from the threat of Economic & Cyber Crime	Service Delivery Director	Major	Unlikely	8	AMBER	→	Major	Unlikely	8	AMBER
CoLP OP 14	Failure of High profile/risk Investigation	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 15	Failure to tackle OCGs operating within the City/Nationally committing economic and/or cyber crime	Protect the UK from the threat of Economic & Cyber Crime	Commander Ops & NLF	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 16	Drop in victim satisfaction with services delivered by the Force	Putting the victim at the heart of everything we do	Commander Ops & NLF & Service Delivery Director	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER
CoLP OP 17	Force positive outcome rate for all crime decreases	Putting the victim at the heart of everything we do	Commander Ops & NLF	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER
CoLP OP 18	Force is not able to provide the services required to look after vulnerable victims	Putting the victim at the heart of everything we do	Commander Ops & NLF & Service Delivery Director	Major	Unlikely	8	AMBER	➔	Major	Unlikely	8	AMBER

Changes to Risk Profile Since Last Update

Organisational Risks

- a) **CoLP ORG 01 - Failure to ensure we recruit & retain sufficient staff to maintain police uplift numbers both locally & fraud uplift with the right skills and to meet our diversity ambitions (risk downgraded to GREEN)**
- This risk has been reworded to specify that it is concerned with officer maintenance only.
 - The risk has been downgraded from an Amber risk to a Green risk. In 2023/2024, intakes are planned for September 2023 and March 2024 to maintain uplift numbers. There is also a healthy pool of transferees to be used alongside new recruits to ensure headcount is maintained against attrition.
 - Robust monitoring arrangements are in place for recruitment and attrition through People Board.
- b) **CoLP ORG 06 - Future police estate does not meet operational requirements (risk upgraded to RED)**
- Construction costs for the Salisbury Square estate have significantly increased due to inflation resulting in an additional risk of affordability.
 - Due to the severity of the impact of this emerging risk, this risk has been upgraded from an Amber risk to a Red risk. Mitigations include reviewing opportunities for collaboration and income generation. Other mitigations linked to inflation pressures and consultancy costs are being led by City Surveyor and Chamberlain.
- c) **CoLP ORG 08 - Failure to deliver Force ICT Strategy to replace and maintain ICT in support of operational activities (removal of risk)**
- This risk has been mitigated through the DITS Shared Services Agreement and is monitored through monthly management performance meeting. Additionally the managed service provider no longer exists with services provided through the Corporation. As there is now no uncertainty surrounding this risk, this risk has been removed from the Force risk register and instead performance management against the Shared Services Operating Level Agreement is be monitored through the Digital Data and Technology (DDaT) Board.
- d) **CoLP ORG 09 – Failure to deliver 30% or more of the Change Portfolio Plan (risk to be downgraded to RED)**
- A renewed focus on the delivery of the change portfolio is underway and several considerations are being factored into the future direction and consolidation of project delivery. A delivery plan for ongoing and reprioritised projects is being embedded.

- The risk description has been re-worded to more clearly define that failure is considered to be the inability to deliver 30% or more of the Change Portfolio Plan.
 - The risk score has been downgraded from Red (24) to Red (16)
- e) All other organisational risks have been reviewed and updated, retaining their current risk scores

Operational Risks

f) CoLP OP 21 Inability to maintain Firearms SLA due to a) current national reflection of firearms officers and b) ongoing recruitment challenges around firearms officers (new risk)

- A new risk was added to the risk register in October 2023 relating to a potential inability to maintain firearms service level agreement due to the emerging national reflection period of firearms officers and ongoing recruitment issues. This risk is currently the highest on CoLP's risk profile and is being closely monitored with compliance reviewed daily and a number of other mitigations in place.

g) CoLP OP 06 – Rise in Violent Crime (issue to revert back to an off-target risk)

- Due to improved internal governance, including Tactical Tasking and Co-ordination Group (TTCG), there is a clear focus on strategic assessment of this crime type, enhanced understanding of seasonal trends and better collaborations with a partnership strategy soon to be published.
- This risk has been treated as an issue (a realised risk) since August 2022, however from data presented at Performance Board in August 2023, this issue is to be reverted back to being a risk as there are reductions on this crime type year on year and much lower levels of violence in the City than the national average. The risk is to be scored currently as amber with a target of green, new actions are in place to reach the target score.

h) CoLP OP 07 – Rise in Acquisitive Crime (issue to revert back to an off-target risk)

- This risk has been treated as an issue (a realised risk) since August 2022, however from data presented at Performance Board in August 2023, this issue is to be reverted back to being a risk not an issue, noting that there have been consistent increases in crime over the last 6 months and this is driven by volumes of 'Theft from the person' and 'all other theft'. This does not currently show any signs of slowing down, so this risk will need careful monitoring.
- The risk is to be scored currently as amber with a target of green. New actions are in place to reach the target score.

- i) CoLP OP 12 - Failure to utilise Action Fraud reports and Intelligence (removal of risk)**
 - This risk has been closed. It is historic and there is no longer uncertainty in this area with the progress of FCCRAS captured in existing risks CoLP ORG 04 and CoLP OP 13.
- j) CoLP OP 16 - Drop in victim satisfaction with services delivered by the Force and CoLP OP 18 - Force is not able to provide the services required to look after vulnerable victims (risks to be split in future)**
 - Both of these risks are victim focussed, one covering victim satisfaction, the other services for vulnerable victims. In order to more accurately reflect the nature of differing crime types and more effectively manage them, there will be separate risks for each of Operations/Security and National Lead Force portfolios. A full risk assessment to define, assess, analyse and manage these four risks will be undertaken by the end of 2023
- k) CoLP OP 19 - Force unable to respond to victims within City within adequate timescale due to failure in process (removal of risk)**
 - CoLP was graded 'Good' in the HMICFRS PEEL inspection report 2021/22 for responding to the public. Response times are monitored monthly with proactive action taken and discussed with the MPS. For September 2023, I grade responses were at 96% attendance within 15 minutes, S grade responses were at 98% attendance within 60 minutes and E grade responses were at 98%.
 - This risk has therefore been downgraded to green, its target score and has been removed from the risk register based on performance over the last 2 years and HMICFRS inspection results.
- l) CoLP OP 20 - EVCU unable to deliver requisite services (risk to be removed)**
 - This risk will be incorporated into the new victim focused risks that will replace CoLP OP 16 and 18.
- m) All other operational risks have been reviewed and updated, retaining their current risk scores**

Issue Log

- n) A full review of all 6 issues has now been completed. As already outlined two issues, CoLP OP 06 and 07 relating to increases in violent and acquisitive crime, have been reverted back to risks.**
- o) UKSV Vetting Delays has been closed as an issue as agreed at the Force People Board in September 2023. This issue was concerned with the external vetting delays that were experienced as a result of the demand generated by the Police Uplift Programme across England and Wales. Now that the programme has been delivered, the demand on UKSV vetting has reduced**

resulting in improved capacity and timeframes. The internal CoLP vetting capacity issue remains on the issue log as a separate issue of concern.

Conclusion

4. The risk profile of City of London Police is continually reviewed and updated to ensure it remains relevant. The Police Authority is kept informed of the Force Risk Profile as part quarterly update schedule to ensure they are briefed on new and emerging risks and any significant change in existing risk scores as part of City of London Police's assessment of its own risk profile.
5. A new risk framework has been developed to streamline and strengthen risk management through the introduction of Tier 1 (Strategic), Tier 2 (Operational) and Tier 3 (Business Area) level risks managed through appropriate governance. Risk management will migrate over to this new framework in the next quarter
6. This report is aligned to the current risk framework with Tier 2 (Strategic) level risks to be reported to RREC from 2024.

Appendices-

- Appendix 1 – Risk Scoring Criteria
- Appendix 2 – Force Risk Registers (Operational and Organisational) (**Non-Public**)
- Appendix 3 – Force Issue Log (**Non-Public**)

Appendix 1: Risk Scoring Criteria

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people. Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

		Impact				
		X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	Likely (4)	4 Green	8 Amber	16 Red	32 Red	
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red	
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red	
	Rare (1)	1 Green	2 Green	4 Green	8 Amber	

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

Committee(s): Police Authority Board – For information	Dated: 13/12/2023
Subject: Draft Serious Violence Duty strategy	Non-Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1. People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N (but note ‘funding’ section in paper)
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 Information
Report author: Charles Smart, Police Authority team	

Summary

This is a covering report explaining the context and current status of the City of London’s draft strategy to reduce serious violence, a document required by recent national legislation. It is presented in draft for Member comment and input ahead of publication in January 2024.

Recommendation(s)

Members are asked to note the report and provide comments on the draft strategy.

Main Report

Background

1. Legislation passed last year¹ placed a new duty on a specified list of public sector authorities² in all local government areas to work together and plan to prevent and reduce local serious violence. It required local authorities to produce a strategy setting out how they would do this, based on a ‘strategic needs assessment’ of the risks and incidence of serious violence in their area.
2. The legislation is relatively prescriptive on the ‘what’ (i.e. the type of document and who must help develop it) but more flexible on the ‘how’ – local areas can decide on their own definition of what offences constitute serious violence, on their own strategic response, and on the governance and delivery mechanisms for its development and implementation.

¹ Police, Crime, Sentencing and Courts Act 2022

² Chief Officers of police, fire and rescue authorities, Integrated Care Boards, Local Health Boards, local authorities, youth offending teams and probation services

3. This will be the City of London's first dedicated strategy on serious violence. The content of our needs assessment and the format of our strategy are based on templates issued by MOPAC's Violence Reduction Unit, as is our definition of 'serious violence' which is:

“homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences, any sexual violence and domestic abuse, and notifiable knife and firearms offences”

4. The 'City' definition differs from the wider 'London' definition in two respects: it does not use an age qualifier (the 'London' definition focusses on serious violence affecting those aged 25 and under), and it adds 'notifiable knife and firearm offences'. Both changes were made to capture more offences in the definition, given the very low volumes of serious violence in the City.
5. As the strategic needs assessment evidences in detail and the strategy summarises, the City has much lower volumes and rates of serious violence than other London boroughs (and indeed other local authorities) and a unique profile – with a very small and low-risk residential population and a very much larger transient population, with violence linked to the night-time economy being much the largest driver. The strategy reflects this, and explains additional areas of focus on sexual violence and on identifying and mitigating medium-term risks.
6. The strategy has been developed by, and will be implemented by, a dedicated 'sub group' of the Safer City Partnership (SCP). This approach avoids duplication of governance, as the list of SCP member organisations includes all the 'specified authorities' required to input into the strategy. The SCP is overseen by the Member-led Crime and Disorder Scrutiny Committee, so this also builds in direct Member scrutiny of delivery.

Current Position

7. The documents here are presented in draft for Member comment and input, and while edits to the detail of the text are ongoing they have both in large part been agreed by all the relevant 'specified authorities' (see footnote 2). The strategy is required to be published in January 2024, publication of the needs assessment is discretionary although it must be shared with the Home Office.

Note on funding

8. All of the measures in this strategy bar two have agreed funding – they are either already in train, have administrative costs that can be absorbed in existing budgets, or are funded from the Police Authority team budget or the Safer City Partnership's Proceeds of Crime Act grant. The first unagreed measure is expanding the use of 'touch DNA' to better identify sexual violence offenders, this would cost c.£15,000 a year and could be funded from the existing Police Authority team budget, subject to internal officer agreement (discussion is ongoing).

9. The second is the 'detailed assessment of the City's licensing landscape', which was proposed to but not approved at the time by the City's Licensing Committee earlier this year (as it was part of a wider proposal to look at 'cumulative impact assessments' for night-time economy areas). Funding for this is available from the licensing team's budgets, so this is subject to agreement by the relevant Committees to progress.

Corporate & Strategic Implications

Strategic implications – Beyond its core aim of reducing serious violence, this strategy should have two additional strategic benefits. First (as intended by the Duty legislation) it will promote closer collaboration between local City organisations on crime and disorder, and indeed one of the themes of the draft strategy is to improve data sharing between them. Secondly, in line with one of the strategy's stated priorities, it should ensure there is more understanding and discussion of how medium-term changes in the City may affect crime and disorder.

Conclusion

10. This report has briefly set out the background to, and current status of, the City's draft strategy for reducing serious violence, on which Members are invited to comment ahead of publication in January.
11. Lastly, Members should be clear that this strategy is not the 'final word' on serious violence in the City. By law, it must be reviewed at least annually, and its current measures are necessarily based on what the evidence currently demonstrates are the most prevalent risks and issues or (in the case of the 'changing City' priority) what are assessed to be the larger gaps in current understanding.
12. As the needs assessment makes clear, there are areas such as violence linked to mental health issues and violence against security personnel where available data does not currently show a significant issue but where more detailed monitoring and analysis is needed, and also that there is a general need for a more nuanced understanding of community views on serious violence (although available survey evidence shows that this is not a pressing concern for most).
13. As such, there is room for the strategy to alter its focus over time if subsequent reviews and ongoing improvements in forecasting identify emergent risks.

Appendices

- Appendix 1 – Serious Violence Duty strategy
- Appendix 2 – Strategic Needs Assessment

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City of London Serious Violence Duty strategy

Executive summary

The Police, Crime, Sentencing and Courts Act 2022 introduced a Duty on a specified list of public sector authorities¹ in all local government areas to work together and plan to prevent and reduce local serious violence. This document is the City of London's strategy for implementing the new Duty.

The City of London is in several respects a highly distinctive local government area. It is home to one of the world's most important financial centres, and as such has a temporary workday population over 65 times larger than its resident population of about 8,700 people, in an area of just over one square mile.

The small number of residents, coupled with generally very low levels of deprivation and low risk from most factors known to be associated with serious violence, means there is neither significant scope nor significant need to target areas such as housing, education, and employment that typically form part of a whole-system public health approach to reducing violence. As such, these do not feature in our strategy.

The City records the lowest volumes (and against its workday population by far the lowest rates) of serious violence of any London local authority. Where serious violence does occur, it is mainly linked to the City's night-time economy and most commonly involves assault without a weapon. While low in overall volume, the City has seen sustained increases in reports of some sexual offences, and hidden volumes of unreported violent retail crime is an area of concern. Volumes of the most serious violent crime such as rape, weapon-enabled violence and murder remain very low. In the context of low crime levels, however, any incidents of violent offending can have significant effects on public perceptions of safety.

The City Police (the City's dedicated territorial police service) and its partners are already focussed on the night-time economy and on tackling violence against women and girls. As such this strategy pursues proportionate and incremental improvements to those two priorities, in a framework targeting threats (potential perpetrators) and vulnerabilities (potential victims and locations of violent offending). These are supported by enabling measures to improve data sharing, gathering, and analysis.

Lastly, this strategy recognises that, to maintain low levels of serious violence, the City needs to be more proactive in identifying and mitigating risks that may emerge as the City changes in the medium-term – with a growing night-time economy, larger hotel and student populations, and changing volumes and patterns of footfall. A new dedicated cross-organisational 'future risks group' will focus on issues such as these. The overarching aim of this strategy is to reduce volumes of current serious violent offending and prevent the emergence of new types of serious violent offending in the City of London.

¹ Chief Officers of police, fire and rescue authorities, Integrated Care Boards, Local Health Boards, local authorities, youth offending teams and probation services

Section 1 – Local context and summary of needs assessment analysis

Context

The City of London occupies 1.1 square miles in the heart of London. It is the smallest local authority in Britain and the smallest police force area, with a uniquely small residential population of c. 8,600 and a uniquely large temporary worker population of c. 587,00 a day, alongside millions of visitors a year. The analysis of risks and trends in local serious violence in this section is a summary of our more detailed strategic needs assessment, which is published separately. This strategy aligns with the priority in the City of London Corporation's current Corporate Plan that 'people are safe and feel safe' in the City.²

Risk factors

The City's residential population is, in general, significantly less deprived across income, education, employment, and health indices than national averages. Serious violence risk factors relating children, youth offending, social care, and people on probation are likewise low. The City has negligible (<5) resident adult offenders monitored by the probation service or children with cases with the Youth Justice Service. Risk factor data on substance misuse and domestic abuse rates in the resident population is more mixed, but again underlying volumes of people in drug treatment, or cases considered annually by the Multi-Agency Risk Assessment Conference (MARAC), are very low (<50 and <10 respectively).

Because the City's residential population is so small, this deprivation and risk factor analysis provides only a very partial indication of the risk of serious violence in the City. The small number of residents, along with generally low levels of identified risk, also means that a traditional whole-system public-health approach to reducing violence – such as measures on education, youth diversion, housing and employment – is of limited relevance in the City. At present, the vast majority of both victims and perpetrators of violence are non-resident.

Overview of crime

The City of London is in absolute and (compared against the workday population) relative terms the safest area of its size in London and one of the safest in the country, with an effective crime rate of 0.0016 per person per month. It has by a wide margin the lowest rates of serious violent crime in London (<1 per 1,000 people per year, against the workday population), and very few incidents of the most serious violent crimes such as homicide (<1 a year on average), rape (<25 a year), and knife- or firearm-enabled violence (<27 a year).

² <https://www.cityoflondon.gov.uk/about-us/plans-policies/corporate-plan> Note that the City is currently developing a new Corporate Plan

Serious violence

The most significant driver of serious violence in the City is the night-time economy (NTE), with which over two-thirds of all recorded City crime (violent and non-violent) is associated. Three-fifths of violent crime occurs in peak NTE periods of Thursday – Saturday, 4pm-2am, and the three (out of 27) ward areas - those with the busiest night-time economies - account for a third of all recorded serious violence. It is important to emphasise that, compared to neighbouring areas, the City has a significantly safer night-time economy and that these figures demonstrate that in the context of otherwise low volumes of local crime, the NTE accounts for an outsize share of offending.

By a substantial margin the commonest type of local serious violence (within the City's definition of the term³) is violence with injury offences, which account for three-fifths of recorded serious violence. These are principally assaults, without weapons, occasioning actual bodily harm (c.70% of offences, 60 a quarter) or grievous bodily harm (c.10% of offences, 6 a quarter). Volumes have fluctuated in recent years (mainly due to lockdowns) but are currently in line with pre-Covid levels. Graph 1 below sets out volumes of serious violence in the City since 2018.

Volumes of sexual violence remain low but proportionately large increases have been seen in recent years. Volumes of reported rape offences for Q1 and Q2 2023 are 25% (+4 offences) higher than the equivalent period in 2018, other sexual offences are 56% (+23 offences) higher. While further analysis is needed, this is most likely due primarily to increased reporting rather than increased incidence. A similar trend, likely with similar explanation, has been seen with domestic abuse reports although volumes are again low with c.50 reports a quarter. Increased reporting of these offences have also been observed nationally.

An area of concern is assaults on security staff, which research suggests are under-reported, although we lack robust data on the scale of this issue in the City or on whether unreported offences would fall within our definition of serious violence.

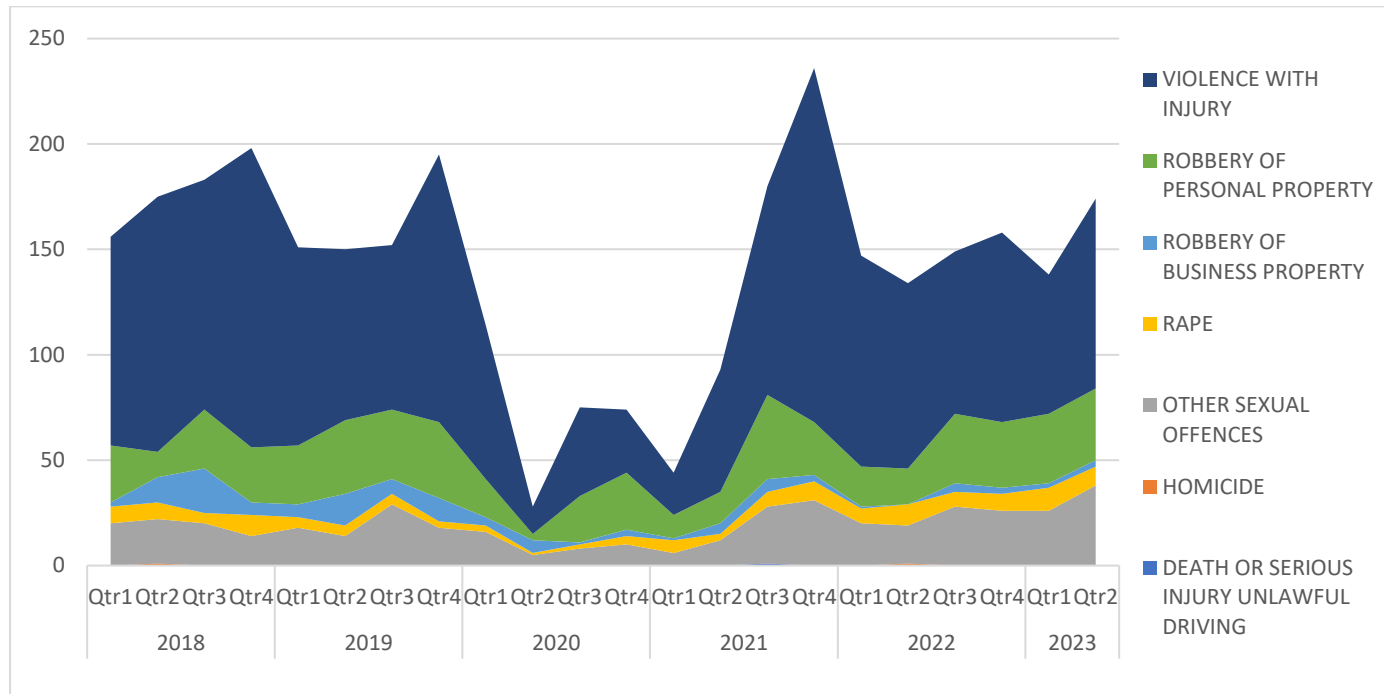
Community views

While there are gaps in our understanding of the views of City communities, which this strategy seeks to address, available survey evidence shows that the City is perceived as very safe and that night-time safety is a priority (although ranks lower than, for example, anti-social behaviour). The most recent community survey conducted by the City Police found, in sentiment analysis, that visible policing presence in the night-time economy and CCTV

³ See *Performance Framework* annex for full definition

presence are positively associated with feeling safe. It found that worries of being a victim of crime mainly relate to non-violent crime, specifically phone thefts and bag-snatching.

Graph 1 – Summary of volumes of serious violence in the City of London



Summary of the conclusions of our strategic needs assessment

- A) The very small size of the City’s residential population, as well as generally low levels of risk identified within it, mean that **the strategy should focus on reducing threats and vulnerabilities associated with the City’s much larger transient populations** – who constitute the vast majority of victims and perpetrators of local serious violence.
- B) **The strategy’s measures should be proportionate to the comparatively low rates and volumes of serious violent offending in the City**, while recognising that these are high-harm offences. In the context of limited available resources, and other significant local priorities such as reducing neighbourhood crime and the City’s counter-terror work, the strategy should be careful not to over-allocate scarce resources to this issue.
- C) **The strategy should focus on the night-time economy with which the majority of reported serious violence in the City is associated.** Alongside this, the City needs to deepen its understanding of community views, improve data-sharing between partner agencies, and closely monitor assaults on security staff, and retail crime more generally, to address issues of under-reporting.

- D) **The strategy should include a focus on sexual violence and domestic violence.** There have been numerically small but proportionally significant increases in reports of some violent sexual offending, which are among the highest-harm types of serious violence seen in the City and where responses have an important link to trust and confidence in policing. In addition, the importance of tackling violence against women and girls has been recently underscored by its inclusion as a national threat in the latest Strategic Policing Requirement.
- E) **The strategy should improve the City's forecasting and identification of medium-term risks around serious violence.** The City lacks a detailed, integrated, understanding of how medium-term changes – such as the expansion of leisure, culture, and night-time economy sectors, growth in hotel and student accommodation, and associated growing and changing footfall patterns – may change the landscape of serious violence risks. We need to be more forward-looking in identifying and mitigating emerging areas of risk.

Summary of the City of London's current approach to reducing serious violence

This is the City of London's first dedicated strategy on serious violence so while public and private sector organisations are currently delivering a wide range of violence reduction activity, it has not previously been within an overarching strategic framework. However, the current approach largely aligns with the priority areas identified in this strategy, with activity focussed on the night-time economy and multiple initiatives targeting violence against women and girls.

The City Police deliver hotspot policing focussed on known higher-risk areas, while its Specialist Operations directorate leads complex investigations, including cross-border pursuit of Organised Crime Groups supplying illicit drugs, a pilot addressing offending linked to mental health, and tackling offenders and supporting victims of sexual and domestic violence through a dedicated Public Protection Unit. The City Police also operate a Partnership and Problem-Solving Hub that focusses on repeat offenders, victims, and locations. The British Transport Police maintain a high-visibility presence in Liverpool Street station, conduct regular plain-clothes operations in stations and on trains terminating in the City, and work closely with the City Police.

This core policing work is supported by Operation Reframe: a partnership initiative that brings together the City Police, the Corporation's night-time economy functions (lighting, cleansing, anti-social behaviour and safeguarding), and a wide range of external organisations including night-time guardians, the Samaritans, and St John's Ambulance. This initiative seeks to build trust and confidence, improve the pursuit of perpetrators, and create safer spaces in the local night-time economy, all with a specific focus on tackling violence against women and girls.

The City Police are closely integrated into the Corporation's licensing operations, supporting engagement with licensed premises and ensuring a coordinated approach to monitoring

crime volumes and risk. The Corporation operates a 'traffic light' system monitoring the safety and operational standards of all City licensed premises, and the local 'Safety Thirst' scheme accredits those that have implemented best practice and adopted responsible management approaches.

The Corporation convenes local public and private sector partners in the Safer City Partnership (SCP) to address local crime and disorder priorities including serious violence – further detail on the SCP is given below. The Corporation's community safety team is also currently overseeing the SCP's 2018-2023 strategy to reduce violence against women and girls. At working level the City Police, multiple Corporation teams, and public sector partners identify and support vulnerable individuals through the community Multi-Agency Risk Assessment Conference (MARAC) and a vulnerability working group.

A wide range of private and civil society partners are also involved in tackling serious violence in the City. The City of London Crime Prevention Association, with over 300 members, bringing City security communities and wider groups involved with safety, security and operational responses together with the City Police. It is represented on the SCP and delivers a range of anti-violence initiatives, including several targeted at violence against women and girls. The City also works closely with the Safer Business Network to represent local business communities in plans and strategies to tackle violence affecting this sector.

Our strategy

Our strategy is defined by the three priority areas identified by our analysis of place, need, and risk on serious violence: the night time economy, sexual and domestic violence, and threats from a changing City. A fourth group of measures on data sharing, analysis, and information-gathering act as enablers of progress across all three priorities.

Our approach does not entail a significant shift in the core operational response of the City Police or the activity of the City Corporation and its statutory public sector partners. Instead, it aims to make incremental improvements by reducing threats of serious violence – through measures that target perpetrators, and vulnerabilities to serious violence – through measures that target potential victims and potential locations of these offences.

Enabling measures on data sharing, analysis, and information gathering

- We will improve data sharing between the City Police and partner organisations of the Safer City Partnership, underpinned by a new Data Sharing Agreement. Specifically, we will ensure that ambulance callout and hospital admission data are routinely incorporated into the City Police's hot-spotting analysis and patrol tasking in the Night-Time Economy, and improve the sharing of mental health information.

- Through the City Police’s new survey platform we will conduct more regular and more sophisticated surveying of workers and visitors about night-time economy safety, informing risk analysis for tasking and our overall understanding of perceptions of safety.
- We will fund a part-time analyst in the Safer Business Network to collect, analyse, and map data from across the City business community on crime, with a focus on violence against women and girls, building a more detailed picture to inform operational responses and interventions, and the overall risk picture.
- The data sharing and survey changes listed above will also help build a better picture of sexual offending and community attitudes towards it, again supporting more targeted tasking and operational responses.

Priority area #1 – Violence in the night-time economy

Our first priority is to reduce serious violence associated with the City’s night-time economy. We aim to deliver this by ensuring the operational response and day-to-day tasking of the City Police and partner organisations are informed by comprehensive data and risk analysis, mitigate risk by operating a robust and responsive licensing regime, and implementing other targeted preventative initiatives.

The City Police and local partners are already focussed on the night-time economy, and the specific areas of higher crime within it (Bishopsgate, Monument, Broad St) so there is not a need to significantly change our current approach. The measures set out here aim to increase the effectiveness of existing interventions rather than reinvent them, address specific known operational issues, take proportionate additional steps on visible presence and prevention which we know to be effective, and deepen our engagement with the worker and business communities who are the most at-risk groups.

Measures that target threats

- We will expand the use of community safety patrolling in the night-time economy, providing a visible security presence to deter potential perpetrators of serious violence and improve incident identification and response where offences occur.
- We will undertake a specific project to improve the functioning of 999 call handling and referrals from the Metropolitan Police to improve City Police response times to calls from City businesses and licensed premises during night-time economy hours
- Informed by better data sharing and analysis we will, over the course of 2024, conduct an assessment of the policing presence in the night-time economy, including options such as increased use of Special Constables and more frequent deployment of the Operation Reframe initiative.

Measures that target vulnerabilities

- We will help establish a partnership problem solving team, led by the Safer Business Network and involving Southwark, Westminster, and Lambeth councils to identify and respond to crime and disorder issues, including those linked to the night-time economy, focussing on crime hotspots on and around inner London bridges.
- We will continue to operate a robust 'traffic light' system for licensed premises and over 2024 will assess options to strengthen this further, including the merit of mandatory instillation of ID scanners in under-performing venues.
- We will reinstitute the 'Safety Thirst' scheme to promote safer practices in licensed City venues
- We will fund the reintroduction of the Taxi Marshalling scheme at Liverpool Street Station, providing an additional safe option for travel home from the City during night-time economy hours

Priority area #2 – Sexual violence and domestic violence

Our second priority is to reduce sexual and domestic violence. We aim to deliver this again by improving analysis and information-gathering, taking specific action to incrementally improve operational responses, and again deepening collaboration and engagement with businesses and workers who make up the large majority of victims and are at higher risk of victimisation. As a significant proportion of sexual offences are related to the night-time economy, measures under priority #1 will also contribute to reducing these offences.

These proposals build on the Safer City Partnership's existing Violence against Women and Girls strategy, which has already set out comprehensive measures on raising awareness, improving training and learning, improving support services, and strengthening partnerships. We are publishing a separate victims strategy which will set out plans to improve outcomes and experience for victims, including of violence against women and girls, so this document focuses on plans for data, operational responses, collaboration, and prevention, rather than the support provided after offences occur.

Measures that target threats

- We will implement Operation Soteria Bluestone in the City Police to improve investigations and prosecutions for rape and serious sexual offences.
- We will expand the use of Touch DNA to gather more offender information on sexual violence offences and further improve investigative outcomes.
- We will undertake a short review of drink spiking offending in the City, considering the merits of a more focussed response including specifically the issuing of drink spiking test kits to officers.
- We will increase police engagement with the City hotel sector to improve identification of hidden harms in this area.

- We will undertake a detailed review of the City Police’s capabilities to tackle violence against women and girls, against those set out in the new 2023 Strategic Policing Requirement which lists this as a national threat.
- We will fund the local implementation of the Project PIPA behavioural change programme for perpetrators of domestic abuse to improve rehabilitation and prevent repeat victimisation.

Measures that target vulnerabilities

- We will fund a full-time Business Engagement Officer in the Safer Business Network to work across the City Police, City Corporation and business and worker communities to monitor emerging trends, improve coordination of responses, and promote the rollout of anti-violence-against-women-and-girls initiatives including Ask for Angela, Safe Havens, and the Employers Initiative on Domestic Abuse.
- The City of London Corporation will also become a leading ‘Beacon’ member of EIDA and further promote uptake of the initiative throughout its business engagement.

Priority area #3 – A changing City

Our third priority is to ensure that we maintain low overall rates and volumes of serious violent offending by being proactive in identifying and responding to threats and risks that may emerge as the City changes in the medium-to-long term – such as from a growing night-time economy, higher overall footfall and changing footfall patterns from visitors and tourists, and larger populations of hotel guests and students.

We will deliver this by establishing a regular ‘future risks group’ within the Safer City Partnership. It will focus on:

- Bringing together the City Corporation’s plans and ambitions for change with survey and census data to provide a holistic overview of the future shape of the City, and determine where this poses risks for crime and policing
- Improving the sharing and analysis of medium-term projections between the City Police, City Corporation, and statutory and business partners where relevant, to produce more detailed medium-term demand projections, including for serious violent offending
- Ensuring that overarching policy and strategy documents such as future Policing Plans, Force Management Statements, and Safer City Partnership strategies take full account of any identified risks and demand projections

To support this work, the City will commission a detailed assessment of the City’s licensing landscape to understand how it has changed in recent years, the future direction of change, and risks this may pose to crime linked to the night-time economy.

Monitoring and evaluation

A performance framework setting out the metrics we will use to track our priorities is set out in an annex to this strategy.

The City's partnership structure for delivering the Serious Violence Duty – governance, roles and responsibilities, funding

The City of London's strategic needs assessment and strategy have been developed by, and will be implemented by, the Safer City Partnership – the name of our local community safety partnership. The City of London policing area (the geographical boundary of this strategy) and local government area are both within the Square Mile so there is an inherent alignment in pre-existing structures for developing and delivering this Duty. This strategy has been coordinated by the City of London Police Authority (the local PCC equivalent) and City of London Police.

The Safer City Partnership is composed of the City of London Police, representatives from across the City of London Corporation, partners from local NHS and public health, probation, and fire and rescue services, and a local business and security sector representative from the City of London Crime Prevention Association. As such, the Safer City Partnership's membership already mirrors the statutory partners set out in the Serious Violence Duty legislation, and it incorporates pre-existing links to local safeguarding arrangements such as the community MARAC.

It meets quarterly, with three sub-committees – focussed on priorities of serious violence, anti-social behaviour, and reoffending – meeting more regularly. The serious violence sub-committee will be the working-level delivery group for the strategy. The SCP is overseen by the Crime and Disorder Scrutiny Committee, composed of elected Members of the City's Court of Common Council (the local authority executive body).

The majority of measures set out in this strategy have only administrative costs and will be funded by a combination of existing budgets and, where relevant, Home Office grant funding to implement the Serious Violence Duty. The City of London has funded measures with additional resource cost from the Police Authority team budget and the Safer City Partnership's Proceeds of Crime Act allocations. These budgets, alongside Late Night Levy revenues, are the identified funding streams available for the SCP to deliver the Duty.

As required by the PCSC Act 2022, this strategy will be reviewed annually to decide if new actions are required or a revised strategy needed. As such, at this point there is no set duration for how long this strategy will be in place.

Performance Monitoring Framework	
Priority	Metrics
Reduce serious violence in the night-time economy	Volume of serious violence offences* in night-time economy hours** (Q)***
	Volume of serious violence offences occurring in licensed premises (Q)
	Arrests for serious violence (Q)
	Hospital admissions from City for knife/sharp instrument wounds (Q)
	Number of outstanding high-harm suspects for serious violence offences (Q)
	Location heatmap of serious violence offences in night-time economy hours (A)
	Positive outcome rate for serious violence offences (A)
	Victim satisfaction for handling of serious violence offences (A)
	Proportion of survey respondents citing night-time economy as a crime / policing priority (Q)
Reduce sexual and domestic violence	Licensed premises with Red / Amber / Green rating under City traffic-light monitoring scheme (Q)
	Volume of sexual and domestic violence offences (Q)
	Location heatmap of sexual and domestic violence offences (A)
	Positive outcome rate for sexual and domestic violence offences (A)
	Victim satisfaction for handling of sexual and domestic violence offences (A)
Proportion of survey respondents citing violence against women and girls as a crime / policing priority (Q)	
Proactively identify and mitigate emerging risks and threats of serious violence	N/A – Progress will be monitored by ensuring that medium-term risk forecasts and demand projections are included in major publications where relevant, and through close scrutiny of the relative shares of constituent serious violent offences of our local definition.

(Enablers) Improve data sharing, analysis, and information gathering

N/A – Progress will be monitored by qualitative reports to the Duty implementation group. The Safer Business Network measure will, as a POCA-funded initiative, be subject to separate monitoring and evaluation.

* For the purposes of the Serious Violence Duty the City of London has adopted the following definition of serious violence:
“homicide, grievous bodily harm, actual bodily harm, rape, assault by penetration, sexual assault, personal robbery, threats to kill and violence against property caused during the commission of one of these offences, any sexual violence and domestic abuse, and notifiable knife and firearms offences”
**City-specific definition of 4pm – 6am
*** (A) = annual metric, (Q) = quarterly metric, (M) = monthly metric

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