



City of London Police Authority Board

Date: WEDNESDAY, 8 MAY 2024
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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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. **ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council appointing the Board, dated 25 April 2024.

For Information
(Pages 7 - 8)

4. **ELECTION OF CHAIR**

To elect a Chair in accordance with Standing Order 29.

For Decision

5. **ELECTION OF DEPUTY CHAIR**

To elect a Deputy Chair in accordance with Standing Order 30.

For Decision

6. **MINUTES**

To agree the public minutes of the Police Authority Board on 6 March 2024.

For Decision
(Pages 9 - 14)

7. **MINUTES FROM RECENT COMMITTEES**

To receive the public minutes and non public summary of the following Committees

For Information

- a) Resource risk and estates committee 5 February 2024 (Pages 15 - 20)
- b) Economic and Cyber Crime Committee 19 February 2024 (Pages 21 - 24)
- c) Strategic Planning and Performance Committee 22 February 2024 (Pages 25 - 30)
- d) Professional Standards and Integrity Committee 27 February 2024 (Pages 31 - 36)

8. **CITY OF LONDON POLICE AUTHORITY BOARD'S COMMITTEES AND APPOINTMENTS**
Report of the Town Clerk
For Decision
(Pages 37 - 64)
9. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.
For Information
(Pages 65 - 66)
10. **CHAIR'S PUBLIC UPDATE**
The Chair to be heard.
For Information
(Pages 67 - 70)
11. **COMMISSIONER'S UPDATE**
Report of the Commissioner.
For Information
(Pages 71 - 74)
12. **FCCRAS UPDATE**
Chief officer to be heard.
For Information
(Verbal Report)
13. **CITY OF LONDON POLICE STAFF SURVEY UPDATE**
Report of the Commissioner.
For Information
(Pages 75 - 94)
14. **DRAFT CITY OF LONDON POLICE ANNUAL REPORT 2023 -24**
Report of the Commissioner.
For Discussion
(Pages 95 - 112)
15. **FUTURE NETWORK PROGRAMME**
Report of the Chamberlain.
For Information
(Pages 113 - 160)

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

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

18. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

19. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the Police Authority Board on 6 March 2024.

For Decision
(Pages 161 - 164)

20. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 165 - 166)

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

The Chair to be heard.

For Information
(Verbal Report)

22. **COMMISSIONER'S NON PUBLIC UPDATE**

Report of the Commissioner.

For Information
(Pages 167 - 172)

23. **FCCRAS PROGRAMME PROGRESS UPDATE**

Report of the Commissioner.

For Information
(To Follow)

24. **S22A COLLABORATION AGREEMENT- MINERVA- REQUEST FOR DELEGATED AUTHORITY**
Report of the Commissioner.
For Decision
(Pages 173 - 176)
25. **TACTICAL FIREARMS TRAINING FACILITY UPDATE**
Report of the City Surveyor.
For Information
(Pages 177 - 194)
26. **FUTURE ESTATE PORTFOLIO COMBINED DASHBOARD**
Report of the Chamberlain.
For Information
(Pages 195 - 196)
27. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
28. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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Agenda Item 3

MAINELLI, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 th April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025.
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CITY OF LONDON POLICE AUTHORITY BOARD

1. **Constitution**

A non-ward committee consisting of:

- 11 Members elected by the Court of Common Council including:
 - a minimum of one Member who has fewer than five years' service on the Court at the time of their appointment; and,
 - a minimum of two Members whose primary residence is in the City of London;
- 2 non-voting external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Authority Board Membership Scheme
- 2 non-voting external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Authority Board Membership Scheme, with the disapplication of disqualification criteria 9(b) and 9(c), the requirement to reside or work within the City of London.

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

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

2. **Quorum**

The quorum consists of any five voting Members.

3. **Membership 2024/25**

- 10 (4) Nicholas Michael Bensted-Smith JP
- 9 (4) Helen Lesley Fentimen OBE
- 4 (4) Graham David Packham
- 7 (3) Emma Edhem, Alderman
- 7 (3) Tijs Broeke
- 10 (2) James Michael Douglas Thomson, Deputy
- 3 (2) Deborah Oliver TD
- 5 (2) Dawn Linsey Wright, Deputy
- 5 (1) Alderman Timothy Hailes
- 2 (1) Jason Groves
- 1 (1) Deputy Madush Gupta

Together with the following non-City of London Corporation Members:

Andrew Lentin (*appointed for a four-year term to expire in September 2025*)

Sir Craig Mackey (*appointed for a four-year term to expire in September 2025*)

Michael Mitchell (*appointed for a four-year term to expire in September 2026*)

Mellissa Collett (*appointed for a four-year term to expire in September 2026*)

4. **Terms of Reference**

To be responsible for:-

- (a) securing an efficient and effective police service in both the City of London and, where so designated by the Home Office, nationally, and holding the Commissioner to account for the exercise of his/her functions and those persons under his/her direction and control;
- (b) agreeing, each year, the objectives in the City of London Policing Plan, which shall have regard to the views of local people, the views of the Commissioner and the Strategic Policing Requirement;
- (c) any powers and duties vested in the Court of Common Council as police authority for the City of London by virtue of the City of London Police Act 1839, the Police and Criminal Evidence Act 1984, the Police Acts 1996 (as amended) and 1997, the Criminal Justice and Police Act 2001, the Police Reform Act 2002, the Police Reform and Social Responsibility Act 2011 and any other Act or Acts, Statutory Instruments, Orders in Council, Rules or byelaws etc. from time to time in force, save the appointment of the Commissioner of Police which by virtue of Section 3 of the City of London Police Act 1839 remains the responsibility of the Common Council;
- (d) making recommendations to the Court of Common Council regarding the appointment of the Commissioner of the City of London Police;

- (e) to approve the annual budget and capital programme of the Force;
- (f) monitoring and reviewing the Force's performance across a range of equality, diversity and inclusion measures, setting strategic objectives for the Force where appropriate;
- (g) the handling of complaints and the maintenance of standards across the Force;
- (h) monitoring of performance against the City of London Policing Plan, including the Force's strategic priorities as National Lead Force for Fraud;
- (i) monitoring of performance of the force in its capacity as National Lead Force for Fraud in partnership with the Home Office;
- (j) overseeing and scrutinising the Force's work to prevent and reduce crime in partnership with relevant agencies in the City of London;
- (k) ensuring local community needs are identified, considered and met as effectively as possible, including through the Policing Plan;
- (l) appointing such committees as are considered necessary for the better performance of its duties; and
- (m) To appoint the Chairman of the Police Pensions Board.

CITY OF LONDON POLICE AUTHORITY BOARD Wednesday, 6 March 2024

Minutes of the meeting of the City of London Police Authority Board held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 6 March 2024
at 11.00 am

Present

Members:

Deputy James Thomson (Chair)
Tijds Broeke (Deputy Chairman)
Alderman Professor Emma Edhem
Helen Fentimen
Jason Groves
Alderman Timothy Hailes
Graham Packham
Deborah Oliver
Dawn Wright
Melissa Collett (External Member)
Sir Craig Mackey (External Member)

Officers:

Ian Thomas CBE	- Town Clerk's Department
Greg Moore	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Caroline Al-Bayerti	- Chamberlain's Department
Ian Hughes	- Environments Department
Richard Riley CBE	- Town Clerk's Department
Oliver Bolton	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department
Charles Smart	- Town Clerk's Department
Josef Shadwell	- Town Clerk's Department
Richard Chamberlain	- City Surveyor's

City of London Police:

Pete O'Doherty	- City of London Police
Paul Betts	- City of London Police
Nik Adams	- City of London Police
Alix Newbold	- City of London Police
Umer Khan	- City of London Police
Sue Penn	- City of London Police
Alistair Cook	- City of London Police
Hayley Williams	- City of London Police
Martin O'Regan	- City of London Police
Sanjay Andersen	- City of London Police
Chris Bell	- City of London Police
Carly Humphreys	- City of London Police

1. **APOLOGIES**

Apologies were received from Nick Bensted-Smith and Munsur Ali.

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 Police Authority Board on 7 February 2024 were approved as an accurate record.

4. **OUTSTANDING REFERENCES**

The Board considered a report of the Town Clerk which set out Outstanding References from previous meetings of the Committee.

RESOLVED – That the report be noted.

5. **CHAIR'S PUBLIC UPDATE**

Members received a report of the Chair.

During the update the following points were noted:

- The Chair noted the responsibility both in national and local policing to act on the recommendations made in the recently published report of the Angiolini Inquiry and asked the Commissioner and senior officers to provide an update on these to him in the coming days, and to provide a detailed report to the Police Authority Board in May.
- Thanks were given to Renu Gupta who had recently stepped down as Chair of the Independent Advisory and Scrutiny Group (IASG), and the Chair requested an update on the IASG and the Youth IASG.
- The recent agreement from the Home Office to provide additional funding of £7 million to support the National Lead Force role had mitigated one of the key risks to the short and medium term financial plan.
- The City would host an event to mark Stephen Lawrence Day on the 23 May 2024 and 200 attendees were expected. Members were encouraged to attend and to share names of suggested young people to invite to attend.

RESOLVED – that the report be noted.

6. **COMMISSIONER'S UPDATE**

Members received a report of the Commissioner.

During the discussion the following points were noted:

- The Commissioner echoed the Chair's comments in response to the Angiolini Inquiry and condolences were given to the family of Sarah Everard on the third anniversary of her murder. The Inquiry outlined 16 recommendations, and the Commissioner outlined that the City of London Police wholeheartedly welcomed and supported these recommendations and was committed to implementing these where applicable.

- The Deputy Chair noted that vetting has historically been a pressure point in staffing and resourcing, and requested to be sighted on the implications of the Angiolini recommendations, as they were assessed.
- The Commissioner noted thanks to all staff and officers involved in the 11 recent protests within the City of London between the 24 and 29 February 2024.

RESOLVED – that the report be noted.

7. FCCRAS UPDATE

Members heard a verbal update of the Fraud and Cyber Crime Reporting and Analysis Service.

During the update the following points were noted:

- The development of the new service was progressing at pace.
- All existing services through IBM were secured in a flexible way to ensure the cut across to the new service would be smooth and an agreed exit plan was secured.
- Branding concepts were almost ready for creative testing with the public and key stakeholders.

RESOLVED – that Members noted the update.

8. IMPROVING COMMUNICATIONS AND ENGAGEMENT ON CRIME AND POLICING

Members received a joint report of the Commissioner and the Town Clerk outlining the communications and engagement improvements on crime and policing.

During the discussion the following points were noted:

- It was noted that this had been discussed in some depth at the Strategic Planning and Performance Committee on the 22 February.
- There was appetite to maintain the current cluster panel arrangements, and officers were keen to explore how to work together around ward engagement. Consultation was underway to deliver this in a collaborative way, and an update would be shared with the Police Authority Board in May.
- Members expressed the need for a cohesive City of London Corporation communications strategy which would include key performance indicators. It was noted that the CoLP work should dovetail with this.

RESOLVED – that the report be noted.

9. EQUITY, DIVERSITY, INCLUSIVITY UPDATE

Members received a report of the Commissioner which provided an update on Equity Diversity and Inclusivity.

During the discussion the following points were noted:

- This report received substantial debate at the Professional Standards and Integrity Committee (PSIC) on 27 February 2024, Members were assured by the Commissioner that this was a priority within the Force as integral to the ambition to be the most inclusive police service in the country. Members were thanked for their feedback.
- Members thanked officers for their work on this and agreed that this goal is mission critical for the City of London Police. The progression and

retention of staff and officers was highlighted as equally important as recruitment.

- Members requested a more detailed data outline of this work and its implications and were assured by officers that a Cultural Audit pilot had recently started. This resulted from the recommendations of the Casey Review and formed part of a more holistic assessment of City Police culture. It was noted that a data dashboard is being developed and would be reported to the Professional Standards Committee.

RESOLVED – that the report be noted.

10. COLLEGE OF POLICING'S CODE OF PRACTICE FOR ETHICAL POLICING - 'THE CODE OF ETHICS' IMPLEMENTATION AT CITY OF LONDON POLICE

Members received a report of the Commissioner which outlined the College of Policing's Code of Practice for ethical policing and its implementation at City of London Police.

During the discussion the following points were noted:

- Members felt that this should be ingrained in every aspect of Policing and suggested a practical guide should be developed including dilemmas and case studies to further embed the Code of the Ethics. It was noted that this was very much part of the existing implementation plan.

RESOLVED – that the report be noted.

11. ANTI-TERRORISM TRAFFIC REGULATION ORDER

Members received a report of the Executive Director of Environments Department outlining the anti-terrorism traffic regulation order.

RESOLVED – that the report be noted.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

The Deputy Chair noted that this meeting would possibly be the final meeting chaired by the current Chair and thanked Deputy James Thomson for his work, noting particularly the appointment of the first female Commissioner of Police in the City of London Police's history, the significant improvements of the financial stability of the Force, the focus on EDI issues and the development of the replacement service for Action Fraud during this time.

13.a CITY OF LONDON POLICE – SPECIAL CONSTABULARY POST IMPLEMENTATION REVIEW

Members received a report of the Commissioner outlining the City of London Police special constabulary restructure post implementation review.

During the discussion the following points were noted:

- The City of London Special Constabulary (CLSC) restructure process commended in October 2022, with decisions being implemented from February 2023. The review 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.

- There were currently 47 members of the Special Constabulary, with 32 officers deployable into uniformed public facing duties.
- The new model had been well received however some felt that the changes could have been better communicated. The changes were communicated through a combination of face to face and online briefings.
- A dedicated Constable Coordinator had been recruited who would proactively develop new opportunities and raise the profile of the CLSC and had been well received.
- Despite a slight reduction in the Special constabulary personnel, there had been a 3.7% increase in hours per active resource.
- There were 8 transferee applications in progression, 2 of which would start in March and the remainder once cleared through vetting.
- There were 19 new applicants progressing through the recruitment process, to potentially start in June 2024 pending vetting clearance.

RESOLVED – that the report be noted.

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 Police Authority Board on 6 February 2024 were approved as an accurate record.

17. **NON-PUBLIC OUTSTANDING REFERENCES**

Members received a report of the Commissioner which outlined the non-public outstanding references.

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

Members heard the Chair's non-public update.

19. **COMMISSIONER'S UPDATES**

Members heard the Commissioner's non public update.

20. **NON PUBLIC FCCRAS UPDATE**

Members received a non public update on the fraud and cyber crime reporting and analysis service.

21. **EASTERN BASE PROGRESS REPORT**

Members received a report of the City Surveyor reporting on the progress of the Eastern Base.

22. **OPERATION SHELBOURNE - HATE CRIME REPORTING USING TRUE VISION**

Members received a report of the Commissioner outlining Operation Shelbourne.

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

There were no questions.

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

There was one item of urgent non-public business.

City of London Police Pension abatement

The meeting ended at 12:59pm

Chairman

Contact Officer: Kezia Barrass
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RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Monday, 5 February 2024

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at Committee Rooms Guildhall on Monday, 5 February 2024 at 10.00 am

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy James Thomson
Dawn Wright
Helen Fentimen
Deputy Randall Anderson
Adrian Hanstock

Officers:

Alix Newbold	- City of London Police
Paul Betts	- City of London Police
Alistair Cook	- City of London Police
Mark Paddon	- City of London Police
Steven Reynolds	- City of London Police
Kelly Glazebrook	- City of London Police
Gary Brailsford-Hart	- City of London Police
Sasha McAulay	- City of London Police
Martin O'Regan	- City of London Police
Hayley Williams	- City of London Police
Matt Lock	- Chamberlain's Department
Christopher Rumbles	- Town Clerk's Department
Richard Riley CBE	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from Tijs Broeke, Emma Edhem and Michael Landau.

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

There were no declarations.

3. **MINUTES**

The Committee approved the minutes of the Resource Risk and Estates Committee on 27 November 2023.

4. **PUBLIC OUTSTANDING REFERENCES**

Members received a report of the Commissioner outlining public outstanding references.

A Member noted an ongoing review of force systems and was keen to ensure that this work is reported to the Resource Risk and Estates Committee at an appropriate time.

RESOVED, - that the report be noted.

5. CITY OF LONDON POLICE REVENUE AND CAPITAL BUDGET 2024-25

Members received a report of the Commissioner outlining the Revenue and Capital Budget 2024 – 25.

During the discussion the following points were noted:

- Members were advised that there is still a £2.6m funding gap which has been balanced at a narrower level through moving from funding from loans, to using revenue funding and the consolidation of accrued loans to date.
- There had been constructive conversations with the finance committee and Resource Allocation Sub Committee about the request to raise Business Rate Premium, by 0.04p. To draw down these reserves, approval would be needed from Finance Committee and the Court of the Common Council.
- There was a positive funding settlement outlined to support the uplift programme for policing and a 7% pay rise for Police Officers, however the City of London Police had not received additional monies to tackle the National Lead Force responsibilities, which put pressure on the budget, and without resolve would lead to the need to reduce headcount of officers around the National Lead Force function.

RESOLVED, that the report be noted.

6. REVENUE AND CAPITAL MONITORING UPDATE – Q3 2023/24

Members received a report of the Commissioner which provided a revenue and capital budget monitoring update for quarter 3 of 2023 to 2024.

During the discussion the following points were noted:

- Members asked officers to outline the current position of staff numbers and recruitment goals. It was clarified that uplift in staff and officers remained a priority. The corporate services recruitment plan has set goals to achieve core establishment by November 2024.
- Members questioned how overtime is managed and scrutinised, as the significant amount of 'undefined' overtime reported. It was explained that the Strategic Finance Board provide scrutiny and report into the Chief Officer Meeting, and that this was always a challenging issue in policing due to the spontaneity inherent in the service. Officers were working through overtime system issues and had a good level of confidence that this would be achieved.
- Officers shared that the Corporate Service Model was agreed in November 2023, and funding streams were being realigned to reflect this demand and would be profiled into the 2024-25 budgets. The organisational restructure would be completed by 31 March 2024, all system updates would be completed by the end of April 2024 and recruitment by November 2024. A Member requested an update at the next RREC to highlight more detail on the progress of this work.
- A Member was pleased to see the forecasting slides including more than one year and felt this was very helpful.

RESOLVED, that – the report be noted.

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

Members received a report of the Commissioner which provided an update from the Chief Finance Officer and the Chief Operating Officer.

RESOLVED, that – the report be noted.

8. **HR MONITORING UPDATE Q3**

Members received a report of the Commissioner which provided an update on Q3 HR monitoring.

During the discussion, the following points were noted:

- Members queried the 23 posts which were frozen to fund temporary roles and if these could be reallocated or removed to release this capability. Officers outlined that this work was well sighted through the Strategic People Board, and that these frozen posts displayed ability to allow agility to directorate heads.
- Members asked about the vetting capacity, and the noted previous delays in relation to the vetting of Independent Custody Visitors. Officers responded to say that some delays in vetting were a result of potential issues with the individuals being revealed as part of the vetting process and requiring further investigation and noted that the Committee would not want the Force to reduce its standards in this area. It was outlined that more vetting staff were in the process of onboarding with aims to start in March 2024 which would also alleviate some of the pressure.
- Officers have been involved in the Policing Productivity Review, which was led by NPCC. A Strategic Insights Team was being developed and recruited as part of the Corporate Services Review to lead on business planning and performance management.
- Members queried the challenges faced by Police in recruiting women. It was clarified that the number of women in posts had increased through the Police uplift programme, although challenges remained in gender and ethnic diversity. It was noted that this was a London Wide issue. The Deputy Chair requested that a report on this topic would be bought to the committee in November 2024.

RESOLVED, that – the report be noted.

9. **INTERNAL AUDIT UPDATE**

Members received a report of the Chamberlain which provided an update on Internal Audits.

Members noted the following:

- There were no live audit recommendations, which was welcomed by Members.
- Officers requested to be involved in the decisions about the volumes and timings of future audits.

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 was no other business.

12. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds 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 27 November 2023 be agreed as a correct record.

14. **SECURITY REPORT: INFORMATION SECURITY - "PROTECTING FROM WITHIN"**

Members received a report of the Commissioner which outlined an Information Security report relating to data security.

RESOLVED, that – the report be noted.

15. **FUTURE POLICE ESTATES MEMBER UPDATE**

Members received a report of the Commissioner which provided an update on future police estates.

RESOLVED, that - the report be noted.

16. **FUTURE POLICE ESTATE PORTFOLIO COMBINED DASHBOARD**

Members received a report of the City Surveyor which outlined the future police estate combined dashboard.

RESOLVED, that the report be noted.

17. **REVENUE AND CAPITAL BUDGET 2024/25 NON PUBLIC APPENDICES**

Members received a report of the Commissioner, which provided non public appendices to the Revenue and Capital Budget 2024-25.

RESOLVED, that – the report be noted.

18. **CITY OF LONDON POLICE RISK REGISTER UPDATE**

Members received a report of the Commissioner which outlined the current City of London Police Risk Register.

RESOLVED, that – the report be noted.

Members agreed to extend the meeting under Standing Item 40.

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

There were no questions.

20. **ANY OTHER NON PUBLIC BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

21. **CITY OF LONDON POLICE RISK REGISTER – CONFIDENTIAL APPENDIX**

Members received confidential appendices to be read in conjunction with item 18, the City of London Police Risk Register.

RESOLVED that, - the report be noted.

The meeting ended at 12:21

Chairman

Contact Officer: Kezia Barrass
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**ECONOMIC AND CYBER CRIME COMMITTEE OF THE CITY OF LONDON
POLICE AUTHORITY BOARD
Monday, 19 February 2024**

Minutes of the meeting of the Economic and Cyber Crime Committee of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 19 February 2024 at 1.45 pm

Present

Members:

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chairman)
Andrew Lentin
Jason Groves
Naresh Hari Sonpar

Officers:

Richard Riley CBE	- Town Clerk's Department
Oliver Bolton	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Eleanor Savil	- Department of Innovation and Growth

City of London Police

Nik Adams	- T/ AC City of London Police
Oliver Shaw	- T/ Commander City of London Police
Chris Bell	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from James Tumbridge, Nicholas Bensted-Smith, Alderman Emma Edhem, Dawn Wright and Michael Landau.

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 Economic and Cyber Crime Committee on 11 November were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a report of the Commissioner which outlined the public outstanding references.

During the discussion the following points were noted:

- Members commended the good performance and low call waiting times reported for Action Fraud, and raised concerns about maintaining this during the transition to the new service.
- Members welcomed the national Stop, Think, Fraud campaign, but felt the related comms were slightly two dimensional, and did not include any reference to Action Fraud.
- Members were keen to measure resilience within businesses and communities in relation to fraud and economic crime.
- The Chair noted the provisional dates for the Cyber Griffin sessions and noted that these should be confirmed and circulated as soon as possible to Members of the Court of Common Council and relevant CoLP officers.

RESOLVED – that the report be noted.

5. Q3 NATIONAL LEAD FORCE PERFORMANCE 2023-24

Members received a report of the Commissioner which provided an overview of the National Lead Force performance in Q3 of 2023 – 2024.

During the discussion the following points were noted:

- Work was ongoing in the run up to national elections, to protect against cyber attacks and to consider hostile state interference and ensure counter activity is managed effectively and safely.
- Concern was raised in relation to the impact of deep fakes and their real risk of manipulation of voters and fundraisers. A national structure has been launched in the last month to oversee the management of polling stations and connect this work with the Prevent and Protect teams.
- The Chair suggested that items 5 and 6 could be amalgamated as a single report going forward.

RESOLVED – that the report be noted.

6. NATIONAL LEAD FORCE AND CYBER UPDATE

Members received a report of the Commissioner which outlined the National Lead Force and Cyber update.

During the discussion the following points were noted:

- Significant work was undertaken with limited resources by Officers to deliver core work within the City and support the national lead force responsibilities.

RESOLVED – that the report be noted.

7. CYBER GRIFFIN QUARTERLY UPDATE

Members received a report of the Commissioner which outlined the quarterly Cyber Griffin programme.

During the discussion the following points were noted:

- A Member had experienced the Cyber Griffin training and felt that the impact of training delivered by City of London Police officers should not be underestimated, and queried when the issues with the software would be resolved. A report would be brought to the May Economic and Cyber Crime Committee, to outline the rollout ambition and cost implications.

- The Incident Response Hydra was outlined as a tabletop exercise which provided a set of circumstances and the range of support available, designed to assess the responses to each offer of support.
- The Chair supported this work and noted positive feedback from those who have undertaken the courses.

RESOVLED – that the report be noted.

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

Members received a report of the Executive Director Innovation and Growth which provided an update on cyber and economic crime related activities.

During the discussion the following points were noted:

- Members were surprised that this work had no wider PR coverage.
- Members expressed the need for more joined up working within the Corporation to ensure wider reach of this work.
- The Chair suggested linking this work with the upcoming Global Fraud Summit as an opportunity for the Police Authority Team and corporate Comms team support the event.

RESOLVED – that the report be noted.

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 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.

12. NON PUBLIC MINUTES

RESOLVED – that the non public minutes of the Economic and Cyber Crime Committee on the 11 November 2023 be approved as an accurate record.

13. STRATEGIC COMMUNICATIONS AND ENGAGEMENT PLAN FOR ECONOMIC AND CYBER CRIME

Members received a report of the Town Clerk and Commissioner of Police which outlined the strategic communications and engagement plan for economic and cyber crime.

RESOLVED – that the report be noted.

14. FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE - PROGRAMME PROGRESS REPORT

Members received a report of the Commissioner which provided a progress report of the fraud and cyber crime reporting and Analysis service.

RESOLVED – that the report be noted.

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

There were no questions.

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

There was no other business.

The meeting ended at 15:20.

Chairman

Contact Officer: Kezia Barrass
Kezia.Barrass@cityoflondon.gov.uk

STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE Thursday, 22 February 2024

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Rooms, Guildhall on Thursday, 22 February 2024 at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Deborah Oliver
Deputy James Thomson
Helen Fentimen
Melissa Collett
Adrian Hanstock (External Member)
John Griffiths
Jason Groves

Officers:

Richard Riley CBE	- Town Clerk's Department
Charles Smart	- Town Clerk's Department
Josef Shadwell	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department

City of London Police

Umer Khan	- City of London Police
Alix Newbold	- City of London Police
Brett McKenna	- City of London Police
Amanda Horsburgh	- City of London Police
Rob Atkin	- City of London Police
Oliver Shaw	- City of London Police
Claire Flinter	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Munsur Ali and Alderman Timothy Hailes.

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 Strategic Planning and Performance Committee on 23 November 2023 be approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a report of the Commissioner which outlined the public outstanding references.

RESOLVED – that the report be noted.

5. **SUBJECT: Q3 POLICING PLAN PERFORMANCE 2023-24**

Members received a report of the Commissioner which outlined the Q3 Policing Plan performance 2023-24.

During the discussion the following points were noted:

- The Chair noted that some issues noted in the report are scrutinised at other committee meetings.
- Members commended the level of detailed data provided in the report.
- A Member requested further information be provided relating to action taken on public urination, which links with Port Heath and City Cleansing, and noted the action taken in 2022/23 on this.
- The trends highlighted in neighbourhood crime were moving in the wrong direction, Members noted the importance of this issue as a political focus. The Chair suggested that this is an area to focus on in the Crime and Disorder Scrutiny Committee.
- Members requested that in the report the direction of trends are emphasized in the graphics, to increase clarity.
- 62% of violent crime reported is linked to the nighttime economy and Members noted that the number of reports was increasing.
- Officers had met with colleagues in the Metropolitan Police Service and the British Transport Police to discuss the Right Care Right Person approach, as this was outlined as a shared issue to be address collaboratively.
- The new CCTV Secure City system was a significant investment, Members stressed the importance of ensuring the optimisation of the system and queried how this can be developed to identify patterns of behaviour and suicide risks. Officers shared that a small pilot of officers were being trained to further improve the detection of crimes using this system. This pilot would form the evidence base to consider further strategic investment in CCTV capabilities.

RESOLVED – that the report be noted.

6. **QUARTERLY HMICFRS INSPECTIONS UPDATE**

Members received a report of the Commissioner which provided an update on the quarterly HMICFRS inspections.

During the report the following points were noted:

- Members thanked the Commissioner for reducing the number of open actions.
- Members stressed the need for a strong Independent Custody Visitor (ICV) scheme in the City and encouraged an ongoing dialogue with the City Police about the design of the new custody suite in Salisbury Square. There were a clutch of custody-related issues which should be brought together in a report coming to the Professional Standards and Integrity Committee and Police Authority Board.

RESOLVED, that – the report be noted.

7. **HMICFRS UPDATE ON PEEL INSPECTION ' REQUIRES IMPROVEMENTS'**

Members received a report of the Commissioner which provided an update on the areas marked as 'Requires Improvements' in the most recent PEEL inspection.

During the discussion the following points were noted:

- Members were impressed by the level of governance and the efforts evidenced to address the areas that required improvement.
- The next steps were to develop a plan from the HMICFRS outline of good practice, and to assess these areas against that framework.
- Members asked in any future update report that a direction of travel be included to show the journey from 'Requires Improvement' to 'Adequate' or 'Good'. The Chair thought that the ambition should be high in terms of the next PEEL inspection in 2025, with the increase in gradings being as big as possible.

RESOLVED – that the report be noted.

8. **IMPROVING COMMUNICATIONS AND ENGAGEMENT ON CRIME AND POLICING**

Members received a joint report of the Commissioner and the Town Clerk which outlined the communications and engagement improvement plan on policing and crime.

During the discussion the following points were noted:

- Members felt it would be useful to engage more proactively with local businesses and suggested that police attendance and briefings would be a beneficial way of doing so.
- Engagement has been a challenge for the Corporation more widely, and Members were keen to appeal for Corporation officers to attend panels and ward meetings.
- Members welcomed the opportunity for local Councillors to accompany police and felt that the visibility of the Cycle Team and Mounted Units would be beneficial.
- Members felt that the plan was traditional and did not consider alternative routes of engagement, like social media. It was suggested that national campaigns like Cyber Week and Business Crime Week would be good opportunities for engagement. It was suggested that this work would be linked with other communications plans in the Corporation.
- The Chair requested a meeting with the Director of the Police Authority, the Deputy Chair and the Executive Director of Corporate Communications and External Affairs to assess these options.

RESOLVED, that – the report be noted.

9. **NEIGHBOURHOOD POLICING STRATEGY DELIVERY PLAN**

Members received a report of the Commissioner which outlined the Neighbourhood Policing strategy delivery plan.

During the discussion the following points were noted:

- The performance framework includes deliverables which some Members felt were too open ended and requested that these would be made more focused and easier to measure.

- Officers assured Members that the plan was a live working document, and a draft set of in-depth performance measures would be agreed to measure the progress.

RESOLVED – that the report be noted.

10. CRIME DATA INTEGRITY REVIEW

Members received a report of the Commissioner which provided a review into the City of London Police Crime data integrity.

During the discussion the following points were noted:

- Members were advised that all recommendations were in progress and were assured that these were expected to be completed by April 2024.
- The most significant risk area was the roll out of the training plan across the entire Force, which was included in a recent HMIC Audit.

RESOLVED - that the report be noted

11. MODERN DAY SLAVERY AND HUMAN TRAFFICKING UPDATE

Members received a report of the Commissioner which provided an update on Modern Day Slavery and Human Trafficking.

During the discussion the following points were noted:

- Members noted the importance of setting correct strategic intelligence requirements to ensure these hidden crimes are as visible as possible.
- Members were notified that the COLP were exploring early opportunities with CrimeStoppers to tease out community intelligence.
- The Chair requested a report would be brought back to this committee outlining the picture relating to hidden victims and hidden crime. The Chair would liaise with the Police Authority team to further specify the request.

RESOLVED – that the report be noted.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

14. EXCLUSION OF THE PUBLIC

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

15. OPERATION SHELBOURNE- HATE CRIME REPORTING USING TRUE VISION

Members received a report of the Commissioner outlining the progress of Operation Shelbourne.

RESOLVED – that, the report be noted.

Members agreed to extend the meeting at 12:57 under Standing Order 40.

16. **DEEP DIVE 3 - HOW EFFECTIVELY IS THE CITY OF LONDON POLICE TACKLING SERIOUS AND ORGANISED CRIME INCLUDING DISRUPTION OF DRUGS SUPPLIES AND COUNTY LINES?**

Members received a report of the Commissioner which provided a deep dive into how effectively the City of London Police are tackling serious and organised crime, including disruption of drug supplies and county lines.

RESOLVED – that, the report be noted.

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

There were no questions.

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 other business.

The meeting ended at 13:03.

Chairman

Contact Officer: Kezia Barrass
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PROFESSIONAL STANDARDS & INTEGRITY (POLICE) COMMITTEE Tuesday, 27 February 2024

Minutes of the meeting of the Professional Standards & Integrity (Police) Committee held at Committee Rooms, Guildhall on Tuesday, 27 February 2024 at 1.45 pm

Present

Members:

Michael Mitchell (Chair)
Deputy James Thomson
Helen Fentimen
Joanna Abeyie
Naresh Sonpar

City of London Police:

Paul Betts	- Assistant Commissioner, City of London Police
Kate MacLeod	- City of London Police
Amanda Lowe	- City of London Police
Hayley Williams	- City of London Police
Ian Younger	- City of London Police
Linda Healy	- City of London Police
Jesse Wynne	- City of London Police
Kevin Summers	- City of London Police
Rob Atkin	- City of London Police

Officers

Richard Riley CBE	- Town Clerk's Department
Rachael Waldron	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from Nicholas Bensted-Smith, Tijs Broeke, Emma Edhem, Jason Groves, Florence Keelson-Anfu and Deborah Oliver.

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 of the Professional Standards and Integrity Committee on 7 November 2023 were agreed as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

Members received a report of the Commissioner, which outlined the public outstanding references.

RESOVLED – that the report be noted.

5. **EQUITY, DIVERSITY AND INCLUSION UPDATE**

Members received a report of the Commissioner which provided an update on the Equity, Diversity and Inclusion (EDI) work of the City of London Police.

During the discussion the following points were noted:

- The report had been amended to include the evaluation work of the inclusivity programme.
- A pilot cultural audit would start in March 2024, designed to uncover hidden behaviours within the Force.
- Members were pleased to see the attendance records for inclusivity programme courses and queried how this will be evidenced in practical/ frontline policing. It was suggested that some places on these courses could be advertised and opened to Members of the Police Authority Board. Officers were keen to support this as an exercise in engagement with Members.
- The Chair highlighted the necessity to assess both hard and softer measures of impact and offered to provide support to shape these impact measures.
- It was noted that there were currently resourcing limitations in the City of London Police in terms of the co-ordination of EDI work. Members stressed the importance which the Police Authority places on this work.
- Members asked how confident the force was that the operational requirements derived from the protests relating to the Middle East conflict were not impacting the ability to deliver the core policing service. Officers provided assurance that this work was given due consideration, and the impact and risks were appropriately considered.
- There was an ongoing review of the existing EDI strategy, and a framework was being developed to allow an agile responsive approach to delivering it.

RESOLVED – that the report be noted.

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

Members received a report of the Commissioner which outlined the draft equity, diversity, and inclusion strategy for the City of London Police for 2024-2027.

During the discussion the following points were noted:

- The Chair outlined that this draft document was shared for input and support and was keen to ensure that Members who were not present were afforded the opportunity to contribute and provide comments.
- It was agreed that this strategy would be a very important document for the Force. The priority was to get it right, and to ensure it was easily understandable, with a small number of clear actions which are deliverable and measurable.

- There was a suggestion that the title of the section 1” EDI Problem” was too negative. It was explained that the intention behind this language was to ensure accountability and self-awareness as an organisation.
- Members felt that it would be useful to outline why this issue would be important specifically for the City of London Police.
- The audience for the strategy should be more explicit and considered throughout the document.

RESOLVED, - that the report be noted.

7. QUARTERLY STOP AND SEARCH AND USE OF FORCE UPDATE (Q3)

Members received a report of the Commissioner which outlined the quarterly stop and search and use of force statistics for Q3.

During the discussion the following points were noted:

- The Chair thanked Officers for the report and queried the correlation between actuality in the statistics and public perceptions. The upcoming project with University of East London would help to provide some insight into this.
- Members welcomed the decrease in the disproportionality in the use of force and stop and searches against black and Asian individuals and queried how to use the learning from this to train officers on a wider level.
- It was suggested that the data from large scale events such as the protests in the City relating to the conflict in the Middle East would be stripped from the larger data picture, as these events can skew the whole picture.
- The total number of stop and searches within the last quarter in the City of London was 613. Officers felt that the way in which stop and searches were conducted, and the outcomes from them, was of greater importance than how many occurred.
- Members requested more information on outcomes in the next update and going forward.

RESOLVED – that the report be noted.

8. PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE - Q3

Members received a report of the Commissioner which outlined the professional standards, conduct and vetting update for Q3.

During the discussion the following points were noted:

- Members were concerned with the apparent increase in the number of gross misconduct cases reported during the quarter. Officers reflected on the complexity and seriousness of these cases and assured Members that this work was included in the ongoing building of trust and confidence in the City of London Police, showing that employees and members of the public felt more confident to come forward and report such incidences.
- There was a nation-wide lack of availability of legally qualified chairs to hold gross misconduct hearings, which was causing delays in progressing cases.
- The Chair, while concerned about the number of serious cases, was pleased that this evidenced the confidence victims felt in reporting these incidents.

RESOLVED – that the report be noted.

9. **COLLEGE OF POLICING'S CODE OF PRACTICE FOR ETHICAL POLICING - 'THE CODE OF ETHICS' IMPLEMENTATION AT CITY OF LONDON POLICE**
 Members received a report of the Commissioner which outlined the implementation plan for the College of Policing's Code of Practice for Ethical Policing within the City of London Police.
 During the discussion the following points were noted:
- Members welcomed the report and the new standards and questioned how these were reflected in the Equity, Diversity, and Inclusion Strategy.
 - Officers assured Members that there was enthusiasm within the Force for the new Code of Practice and conversations were ongoing as to how to embed these into practice.
 - It was noted it would take approximately 18 months minimum to embed.
- RESOLVED** – that the report be noted.
10. **HMICFRS INSPECTIONS UPDATE- VETTING, MISCONDUCT, AND MISOGYNY IN THE POLICE AND COLP COUNTER CORRUPTION AND VETTING INSPECTION**
 Members received a report of the Commissioner outlining the HMICFRS inspections update.
 During the discussion the following points were noted:
- The project includes a rolling programme of inspections, in which forces were invited to take part in submitting supplementary evidence and in which the CoLP had taken part.
- RESOLVED** – that the report be noted.
11. **ACTION FRAUD COMPLAINTS Q3**
 Members received a report of the Commissioner which outlined Action Fraud complaints from Q3.
RESOLVED – that the report be noted.
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
 There were no questions.
13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
 There was no other business.
14. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
15. **NON-PUBLIC MINUTES**
RESOLVED – that the non public summary of the Professional Standards and Integrity Committee on 7 November 2023 were approved as an accurate record.
16. **CITY OF LONDON POLICE HISTORICAL DATA WASH**
 Members received a report of the Commissioner which outlined the City of London Police historical data wash.
17. **MISCONDUCT CASES- DIP SAMPLES**

Members received a report of the Commissioner which provided a sample of ongoing misconduct cases within the City of London Police.

RESOLVED – that the report be noted.

18. **NON PUBLIC APPENDIX - PROFESSIONAL STANDARDS, CONDUCT AND VETTING**

Members received a non public appendix to be read in conjunction with item 8.

RESOLVED – that the report be noted.

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

There were no questions.

20. **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 15:44

Chairman

Contact Officer: Kezia.Barrass
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Agenda Item 8

Committee(s) City of London Police Authority Board	Dated: 8 May 2024
Subject: City of London Police Authority Board's Committees and Appointments	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Statutory Requirement
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(s): Kezia Barrass, Governance Officer.	

Summary

This report seeks the approval of the Police Authority Board for a number of recommendations in relation to its meetings, committees and their composition.

First, the Board are invited to agree whether the frequency of meetings of the Board and its Committees (**Appendix 1**) is appropriate.

Second, the Board is asked to consider the appointment of its Committees. This process includes agreeing the terms of reference, membership and the appointment of Chairs and Deputy Chairs, and (**Appendix 2**). Proposals also include the confirmation of role descriptions (**Appendix 3**).

The Board is also asked to consider its nomination rights to a number of other Committees and bodies.

Recommendation(s)

The Board is asked to:

- Agree on the frequency of meetings of the Board and its Committees as per **Appendix 1**.
- Appoint the Board's Committees and their respective Chairs and Deputy Chairs as per paragraphs 7a-e and **Appendix 2**.
- Approve the Chair, Deputy Chair, Member, External Member and Committee Member role descriptions (subject to any revision of the frequency of Board meetings) at **Appendix 3**.
- Consider nominations to other bodies.

Main Report

Current Position

1. As the meeting on the 8th of May is the first meeting of the new civic year, the Board is invited to agree the frequency of its meetings, appoint its Committees, and make the appointments to other bodies for the year ensuing.
2. Following review of the Special Interest Area Scheme in 2022 the Board agreed to revise this scheme with only one role remaining in place: that of Safeguarding and Public Protection (Vulnerability and ICV Scheme).

Proposals

3. **Frequency of Meetings.** Currently the Board meets monthly, with the exception of the recess periods and November. Members are invited to consider reducing the frequency of these meetings to at least 6 Board meetings annually, with an option to schedule additional meetings if required. **Appendix 1.**
4. Members are invited to review the various **terms of reference of the Board's Committees** as set out at **Appendix 2.** There is only one change proposed from the existing terms of reference, and this relates to the transfer of responsibility for oversight and management of the new Fraud and Cyber Crime Reporting and Analysis Service following the 'go live' date (at which point the Fraud and Cyber Crime Reporting and Analysis Procurement Committee will be dissolved.)

Appointment of Committees and Co-Opted Members.

5. Following the recommendations of Lord Lisvane as part of his review of City of London Corporation governance, Members requested that the Town Clerk develop role descriptions and person specifications for Members of the Board and its Committees. These were approved in April 2021 and are provided at **Appendix 3 for Members' views.** Should Members revisit the number of Board meetings per year, the Town Clerk should be authorised to reflect this in the various documentation.
6. Committee Membership from 2023/24 is provided for the Board's information in **Appendix 4.**
7. Members are reminded that under Standing Order 27(2): "The Chair and Deputy Chair of a Sub-Committee shall be the Chair and Deputy Chair of the appointing Committee, or their nominee(s), subject to the support of the wider Committee Membership. Policy & Resources Committee can approve exceptions to this practice."
8. With that in mind, the recommendations regarding Committees, Working Parties, Special Interest Area (SIA) and other bodies are as follows:
 - a. **Economic & Cyber Crime Committee (ECCC)**
 - i. Approve its terms of reference and composition as proposed in **Appendix 2.**
 - ii. Appoint up to six Members of the Board (in addition to the Chair and Deputy Chair) to serve on the Committee. Members should note that there are currently 7 Board Members on the Economic and Cyber

Crime Committee, and one External Member, which means the total number of Committee Members has remained the same (14).

- iii. Note the inclusion of the appointment of the Chair of Policy & Resources Committee to the ECCC.
- iv. Note the responsibility for the Policy & Resources Committee to appoint a further one of its Members to the ECCC.
- v. Note that following the Board meeting, expressions of interest for the two Co-Opted Members of the Court of Common Council will be sought, with appointments to be made at the next meeting of the Board.
- vi. Appoint a Chair and Deputy Chair for 2024/25.

b. Strategic Planning & Performance Committee (SPPC)

- i. Approve the terms of reference for the SPPC as proposed in **Appendix 2**.
- ii. Appoint up to six Members of the Board (in addition to the Chair and Deputy Chair) and two external members.
- iii. Note that following the Board meeting, expressions of interest for the two Co-Opted Members of the Court of Common Council will be sought, with appointments to be made at the next meeting of the Board.
- iv. Appoint a Chair and Deputy Chair for 2024/25.

c. Resource, Risk & Estates Committee (RREC)

- i. Approve the terms of reference for the RREC as proposed in **Appendix 2**.
- ii. Appoint up to six Members of the Board (in addition to the Chair and Deputy Chair) and two external members.
- iii. Note the responsibility for the Audit & Risk Management Committee to Co-Opt one to the RREC.
- iv. Note that the Chairman of the Finance Committee, or their nominee, will have a place on the RREC.
- v. Note that following the meeting, expressions of interest for the two Co-Opted Members of the Court of Common Council will be sought, with appointments to be made at the next meeting of the Board.
- vi. Appoint a Chair and Deputy Chair for 2024/25.

d. Professional Standards & Integrity Committee

- i. Approve its terms of reference as proposed in **Appendix 2**.
- ii. Appoint up to six Members of the Board (in addition to the Chair and Deputy Chair) and two external members.
- iii. Note that following the Board meeting, expressions of interest for the two Co-Opted Members of the Court of Common Council will be

sought, with appointments to be made at the next meeting of the Board.

- iv. Appoint a Chair and Deputy Chair for 2024/25.

e. **City of London Police Pensions Board**

- i. To appoint the Chair and Deputy Chair.
- ii. Endorse the terms of reference at **Appendix 2**.

9. **Appointments to other Bodies.** Members are asked to consider the following appointments for 2024/25.

- i. **Streets and Walkways Sub (Planning and Transportation) Committee** – One Member. Previously Graham Packham.
 - ii. **Homelessness and Rough Sleeping Sub (Community and Children’s Services) Committee** – Up to two Members. Previously Helen Fentimen and Munsur Ali.
 - iii. **Association of Police and Crime Commissioners** – One Member. Currently Deputy James Thomson.
 - iv. **Projects and Procurement subcommittee** – One Member, this is a new appointment following agreed changes to the composition of the subcommittee at the April meeting of the Finance Committee.
- a. Note the appointment of the Chair and Deputy Chair of the Board, or their nominees to the **Capital Buildings Board**. Previously Deputy James Thomson and Alderman Tim Hailes
 - b. Note the appointment of the Chair and Deputy Chair of the Board (or their representatives) to the **Crime and Disorder Scrutiny Committee**. Previously Deputy James Thomson and Tijs Broeke.
 - c. Note the appointment of the Chair, or their nominee, to the Digital Services Committee. Previously Alderman Emma Edhem.
 - d. Note the appointment of the Chair as an ex-officio Member of Policy & Resources Committee.
 - e. Note the appointment of the Chair and Deputy Chair to the Fraud and Cyber Crime Reporting and Analysis Procurement Committee.

10. **Appointment** of one Member to serve as the Member Lead for Safeguarding and Public Protection (Vulnerability and ICV Scheme). Currently Deborah Oliver.

Appendices

- **Appendix 1** – 2024 Schedule of City of London Police Authority Board meetings (and its Committees)
- **Appendix 2** – Draft Terms of Reference for the City of London Police Authority Board Committees
- **Appendix 3** – Role Descriptions

- **Appendix 4 – 2023/24 Committee Membership**

Kezia Barrass

Governance Officer

Town Clerk's Department

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Appendix 1: Proposed Schedule of City of London Police Authority Board and Committee Meetings 2024

City of London Police Authority Board meetings 2024 (10) * *Subject to approval of a reduction in the frequency of meetings per annum.*

10 January
7 February
6 March
17 April
8 May
5 June
3 July
4 September
2 October
4 December

Economic and Cyber Crime Committee meetings 2024 (4)

19 February
22 May
16 September
19 November

Strategic Planning and Performance Committee meetings 2024 (4)

22 February
21 May
26 September
25 November

Resource Risk and Estates Committee meetings 2024 (4)

5 February
20 May
18 September
19 November

Professional Standards & Integrity Committee meetings 2024 (4)

27 February
4 June
25 September
25 November

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Economic and Cyber Crime Committee

Composition

- Up to six Members of the Police Authority Board appointed by the Police Authority Board (in addition to the Chair and Deputy Chair of the Board).
- Up to two co-opted Court of Common Council Members to be appointed by the Police Authority Board.
- Chair and one other Member of the Policy and Resources Committee, to be appointed by that Committee.
- Up to two external Members, to be appointed by the Police Authority Board.

Frequency of meetings

The Committee shall meet up to four times per annum.

Quorum

Three Members (at least two of whom must be Common Councillors).

Terms of Reference

To be responsible for:

- a) overseeing the force's national responsibilities for economic, fraud and cyber crime, having regard to the strategic policing requirement and relevant national strategies in this area;
- b) monitoring government, and other external agencies' policies and actions relating to economic and cyber crime;
- c) overseeing the delivery of the City's economic and cyber crime strategies, programmes, projects and other relevant improvement plans including (but not limited to) the National Lead Force Plan, Strategic Communications and Engagement Plan, NPCC Cyber Crime Programme, Cyber Griffin and Fraud and Cyber Reporting & Analysis Service Programme;
- d) overseeing the City of London Police's private sector partnerships with regard to fraud, economic and cyber crime;
- e) identifying and overseeing opportunities to exploit the synergies between the Corporation's Cyber Security agenda and that of the City of London Police;
- f) overseeing the business strategy, service and financial performance of the Economic and Cyber Crime Academy;
- g) making recommendations to the Police Authority Board in any other matters relating to economic and cyber crime.
- h) Overseeing the new Fraud and Cyber Crime Reporting and Analysis Service following the 'go live' date and closure of the Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee.

Professional Standards and Integrity Committee

Composition

- Up to six Members of the Police Authority Board appointed by the Police Authority Board, in addition to the Chair and Deputy Chair.
- Up to three co-opted Common Council Members to be appointed by the Police Authority Board
- Two external co-opted Members, to be appointed by the Police Authority Board.

Frequency of meetings

The Committee shall meet up to four times per annum.

Quorum

Three Members (at least two of whom must be Common Councillors).

Terms of Reference

To be responsible for:

- a) overseeing implementation of City of London Police's Professionalism and Trust strategy and related action plans including tackling violence against women and girls, improving professional conduct and measures to rebuild community confidence in policing;
- b) overseeing implementation of City of London Police's Equality and Inclusion Strategy and action plan and monitoring of workforce diversity data and measures to promote equality, diversity and inclusion;
- c) overseeing the handling of complaints and the maintenance of professional standards across the force including acceptance of gifts and hospitality, and where necessary recommending changes in procedures and performance to the Police Authority Board;
- d) scrutinising use of stop and search and use of force to ensure powers are being used proportionately and correct procedures are followed;
- e) monitoring the City of London Police's handling of misconduct cases and related organisational learning;
- f) monitoring government, police authorities and other external agencies' policies and actions relating to good practice in professional standards and advising the Police Authority Board or Commissioner as appropriate;
- g) overseeing the work of the City of London Police Integrity Standards Board, whose purpose is to direct and coordinate the auditing of the key indicators in relation to the City of London Police Integrity Dashboard, delivery of associated action plans and promoting the understanding of the Police Code of Ethics;
- h) the determination of reviews of police complaints submitted to the City of London Police Authority, with a Review Panel composed of at least three Members of the Committee.

Resource, Risk and Estates Committee

Composition

- Up to six Members of the Police Authority Board appointed by the Police Authority Board, in addition to the Chair and Deputy Chair;
- One co-opted Member to be appointed by the Audit and Risk Management Committee; and
- Up to two co-opted Members of the Court of Common Council to be appointed by the Police Authority Board.
- The Chair of Finance Committee or their nominee.
- Up to two external independent members, to be appointed by the Police Authority Board.

Frequency of meetings

- The Committee shall meet up to four times per annum.

Quorum

Three Members (at least two of whom must be Common Councillors).

Terms of Reference

To be responsible for:

- a) monitoring and challenging City of London Police's use of resources to deliver its strategic priorities efficiently and effectively
- b) overseeing City of London Police's financial management including monitoring in-year financial performance against revenue and capital budgets, scrutiny of proposed revenue and capital budgets and the Medium Term Financial Plan;
- c) overseeing the City of London Police's human resource management including strategic workforce planning and establishment strength;
- d) overseeing commercial projects and major change programmes and scrutinising capital spend and other investment to ensure value for money;
- e) monitoring the corporate risks and mitigations of the City of London Police and Police Authority;
- f) scrutinising internal audit reporting and implementation of recommendations; and
- g) scrutinising police estates strategy requirements to ensure effective delivery of services that meet community needs.

Strategic Planning and Performance Committee

Composition

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

Frequency of meetings

The Committee shall meet up to four times per annum.

Quorum

Any three members (at least two of whom must be Common Councillors).

Terms of Reference

To be responsible for:

Policing Plan and Performance

- a) overseeing delivery of the City of London Policing Plan aims and objectives including how the vision, values, priorities and cultural principles are being engrained;
- b) monitoring and scrutinising performance against the Policing Plan priorities, taking into account the Strategic Policing Requirement, acknowledging success and challenging areas of concern;
- c) receiving reports and presentations on strategic priorities and areas of particular interest and/or concern to the police authority and local communities;
- d) reviewing and challenging the effectiveness of City of London Police's community engagement and partnership working arrangements to address the root causes of crime and policing demand (including the Safer City Partnership)
- e) monitoring government, policing bodies and other external agencies' policies, actions and good practice relating to police performance and advising the Police Authority Board or Commissioner as appropriate; and
- f) monitoring of HMICFRS inspections, reporting and implementation of recommendations ensuring any areas for improvement are addressed;

City of London Police Pensions Board

Composition

- A Chair and Deputy Chair appointed by the Scheme Manager¹
- The Chair and Deputy Chair shall not both be Employer representatives² or Member representatives³
- At least four, and no more than twelve, voting Members appointed by the Chair with Scheme Manager approval
- An equal number of Employer representatives and Member representatives shall be appointed to the Board
- The Chair may appoint, with Scheme Manager approval, up to four independent⁴, non-voting Members to the Board

Terms of Reference

In line with the requirements of the Public Services Pensions Act 2013 and the Police Pensions Regulations 2015 for the management of the City of London Police's Pension Scheme, to be responsible for assisting the Scheme Manager (the City of London Police) in the following matters:

- a) Securing compliance with the scheme regulations and other legislation relating to the governance and administration of the scheme and any statutory pension scheme that it is connected to with
- b) Securing compliance with requirements imposed in relation to the scheme and any connected scheme by the Pensions Regulator in relation to the Scheme, or any statutory pension scheme that is connected with it; and
- c) The performance of the scheme manager's functions under the Police Pensions Regulations 2015
- d) Other such matters as the scheme regulations may specify

¹ The Scheme Manager for the City of London Police Force (except the Commissioner) is the Commissioner of the City of London Police (Regulation 7 of Police Pension Regulations). The Scheme Manager for the Commissioner of Police is the Court of Common Council. The functions in relation to both to be delegated to the Police Authority Board (Regulation 11(2) of the Police Pension Regulations).

² An Employer representative is a person appointed to the Board for the purpose of representing employer for the scheme.

³ A Scheme Member representative is a person appointed to the Board for the purpose of representing members of the scheme.

⁴ An Independent Member is a person who is neither an employer representative nor a member representative.

Quorum

Three Members, with at least one Employer Representative and one Scheme Member representative present.

Frequency of Meetings

Up to three times per year

Terms

Board Members are appointed to three 4-year terms (total 12 years).

Chair of the City of London Police Authority Board – Role Profile

Appointment	Elected annually by the Members of the Police Authority Board for a term up to a maximum of four years.
Overall Responsibilities	<ul style="list-style-type: none">• To provide day-to-day leadership on behalf of the Police Authority Board in its work with the City of London Police.• To be the key spokesperson for the Police Authority on matters relating to policing and crime.• To chair the Police Authority Board.
Time Commitment	<ul style="list-style-type: none">• Chairing up to 12 Police Authority Boards per year.• Attending Police Authority Board Committees as appropriate.• Ex-officio Member of Policy & Resources Committee.• Regular meetings with Commissioner and Police Authority Chief Executive.• Undertaking a regular engagement programme with the Force and key stakeholders on behalf of the Police Authority Board.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key Responsibilities

On behalf of the Police Authority Board, the Chair has the following responsibilities:

- to provide political leadership to the Force on behalf of the Police Authority, including day-to-day oversight of the Force's strategic priorities as set out in the Policing Plan;
- to be responsible for the totality of policing in the City of London;
- to hold the Police Commissioner to account, ensuring the Force is accountable to the communities they serve;

- to ensure the Police Authority Board discharges its responsibilities for monitoring and challenging crime performance, the efficiency and effectiveness of the Force, and the provision of value for money;
- to ensure that our local communities needs are identified, considered and met as effectively as possible by facilitating and enhancing relationships between the Force and its local stakeholders;
- to work in partnership with a range of agencies at a local and national level, ensuring there is a unified approach to preventing and reducing crime in the City of London;
- to bring together community safety and criminal justice partners to make sure local priorities are coordinated to support the Force;
- to act as the key spokesperson for the City of London Corporation in its capacity as the Police Authority for the City of London, helping to raise the profile of the City's contribution in preventing and tackling crime;
- to act as the Police Authority's principal point of contact at a local, regional and national level in matters relating to policing and crime, particularly the Home Office, HMICFRS, Association of Police and Crime Commissioners (APCC);
- to represent the Police Authority Board at APCC meetings and, subject to nomination, to act as a portfolio holder or as a member of the APCC Board;
- to chair the appointment panel for the post of Commissioner on behalf of the Court of Common Council;
- to contribute to the annual performance development review of the Police Commissioner;
- to uphold and promulgate the Police Authority Board's policy statements, including on financial assurance and diversity and inclusion.
- to lead otherwise the work of the Police Authority Board and make sure it carries out its business according to its terms of reference.

Deputy Chair of the City of London Police Authority Board – Role Profile

Appointment	Elected annually by the Members of the Police Authority Board for a term up to a maximum of four years (typically including a year if stepping down as Chair).
Overall Responsibilities	<ul style="list-style-type: none">• To assist and work with the Chair of the Police Authority Board to provide day-to-day leadership on behalf of the Police Authority Board in its work with the City of London Police.• To deputise for the Chair where appropriate.
Time Commitment	<ul style="list-style-type: none">• Attending 12 Police Authority Boards per year.• Attending Police Authority Board Committees as appropriate.• Monthly meetings with the Commissioner and Police Authority Chief Executive.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key Responsibilities

On behalf of the Police Authority Board, the Deputy Chair has the following responsibilities:

- to assist the Chair of the Police Authority Board in providing political leadership to the Force on behalf of the Police Authority, including day-to-day oversight of the Force's strategic priorities as set out in the Policing Plan;
- to assist the Chair of the Police Authority Board with their key responsibilities, including:
 - to hold the Police Commissioner to account on a day-to-day basis, ensuring the Force is accountable to the communities they serve;
 - to ensure the Police Authority Board discharges its responsibilities for monitoring and challenging crime performance, the efficiency and effectiveness of the Force, and the provision of value for money;

- to ensure that our local communities needs are identified, considered and met as effectively as possible by facilitating and enhancing relationships between the Force and its local stakeholders;
- to develop a particular interest in key areas of the Force's activities, including neighbourhood policing and road safety (and casualty reduction), working closely with relevant officers in the Force, Police Authority and City Corporation to identify opportunities for collaboration and partnership working;
- to deputise for the Chair in their absence from Police Authority Board meetings and, where necessary, to carry out the requirements of their role profile during a period of sustained absence;
- to carry out any other duties considered necessary to support the work of the Police Authority Board in accordance with its terms of reference.

Chair of a City of London Police Authority Board (sub) Committee – Role Profile

Appointment	Elected annually by the Members of the Police Authority Board for a term up to a maximum of four years.
Overall Responsibilities	<ul style="list-style-type: none">• To provide political leadership to the Force on behalf of the Police Authority Board in the areas covered by the given Committee's terms of reference;• To act as a point of contact on behalf of the Police Authority with partner organisations in matters relating to the Committee's terms of reference;• To chair the Committee, reporting back to the Police Authority Board on its work.
Time Commitment	<ul style="list-style-type: none">• Chairing 4 Committee meetings per year.• Attending Police Authority Board as appropriate.• Discharging Special Interest Area responsibilities as appropriate.• Regular meetings with Force Chief Officers responsible for the areas covered by the given Committee's terms of reference.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board and its Committees must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key responsibilities

On behalf of the Police Authority Board, the Chair of one of its Committees has the following responsibilities:

- to provide political leadership to the Force on behalf of the Police Authority Board in the areas covered by the given Committee's terms of reference;
- to act as a spokesperson for the City of London Corporation in its capacity as the Police Authority for the City of London in the areas covered by the given Committee's terms of reference;

- to develop a particular interest in the policies that underpin the areas covered by the given Committee's terms of reference, working closely with officers in the Force, Police Authority and City Corporation to identify opportunities for collaboration and partnership working (building on the Police Authority's Special Interest Area (SIA) Scheme);
- to act as a point of contact on behalf of the Police Authority with partner organisations in matters relating to the Committee's terms of reference;
- to support the Force's engagement with agencies at local and national level in matters relating to the Committee's terms of reference, ensuring there is a unified approach to preventing and reducing crime;
- to report back to the Police Authority Board on the work of the Committee;
- to lead otherwise the work of the committee and make sure it carries out its business effectively and efficiently within its terms of reference.

Member of the City of London Police Authority Board – Role Profile

Appointment	Appointed by the Court of Common Council for a term up to a maximum of four years. There is a maximum continuous service limit of three terms of four years.
Overall Responsibilities	<ul style="list-style-type: none">• As a Member of the Police Authority Board to:<ul style="list-style-type: none">○ To hold the Police Commissioner and the Force to account, ensuring the Force is accountable to the communities they serve.○ To contribute proactively to the oversight and scrutiny of the Force’s strategic priorities as set out in the Policing Plan.○ To monitor and challenge crime performance, the efficiency and effectiveness of the Force, and the provision of value for money.
Time Commitment	<ul style="list-style-type: none">• Attend meetings of the Police Authority Board.• Attending Police Authority Board (sub) Committees as appropriate.• Undertaking Special Interest Area responsibilities as appropriate.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board and its Committees must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key Responsibilities

The roles and responsibilities of a Police Authority Board Member through membership of, and participation at, meetings of the City of London Police Authority Board or its committees are as follows:

- to hold the Police Commissioner and the Force to account, ensuring the Force is accountable to the communities they serve;
- to contribute proactively to the oversight and scrutiny of the Force’s strategic priorities as set out in the Policing Plan;
- to monitor and challenge crime performance, the efficiency and effectiveness of the Force, and the provision of value for money;

- to be committed to the delivery of a fair and equitable policing service to all of our communities;
- to contribute proactively to the oversight and scrutiny of the Force's policies, strategies and service delivery;
- to make sure that the principles of equality and fairness are integral to all actions and policies of the Force;
- to participate in any committee, panel, or special interest area to which they are appointed on behalf of the Police Authority Board;
- to develop and maintain a working knowledge of the Force's and the City Corporation's services, management arrangements, powers, duties and resource constraints;
- to develop and maintain a good knowledge of the Policing Plan and the corporate polices of the City Corporation;
- to promote effective and efficient policing and establish constructive partnerships with the City of London Police and other relevant bodies;
- to adhere to the City Corporation's code of conduct and Seven Principles of Public Life.

**Guildhall,
April 2021**

External Member of the Police Authority Board – Role Profile

Appointment	Appointed by the Court of Common Council for a term up to a maximum of four years. There is a maximum continuous service limit of three terms of four years.
Overall Responsibilities	<ul style="list-style-type: none">• As a member of the Police Authority Board to:<ul style="list-style-type: none">○ To hold the Police Commissioner and the Force to account, ensuring the Force is accountable to the communities they serve.○ To contribute proactively to the oversight and scrutiny of the Force’s strategic priorities as set out in the Policing Plan.○ To monitor and challenge crime performance, the efficiency and effectiveness of the Force, and the provision of value for money.
Time Commitment	<ul style="list-style-type: none">• Attending 12 Police Authority Board meetings per year.• Attending Police Authority Board Committees as appropriate.• Undertaking Special Interest Area responsibilities as appropriate.

Background

The role of the City of London Police Authority is to provide scrutiny and challenge to the work of the City of London Police (CoLP). In discharging more than 60 statutory duties, the Police Authority must ensure that CoLP delivers efficient and effective policing for the public within a sustainable medium-term financial plan (MTFP), and hold the City of London Police Commissioner to account for the delivery of policing within the Square Mile and in its capacity as the national lead force for economic crime as set out in the Policing Plan.

The City is exceptional in retaining a police authority in the form of the Court of Common Council, acting through the City of London Police Authority Board to which the Common Council has delegated its general functions. The Police Authority Board provides a directly elected scrutiny body mirroring the model deployed for Police & Crime Commissioners (PCCs). In fulfilling its role, the Police Authority Board and its Committees must be mindful of public confidence in policing, ensure the Force provides value for money, and that the needs of local communities are met as effectively as possible by CoLP.

Key Responsibilities

The roles and responsibilities of a Police Authority Board External Member through membership of, and participation at, meetings of the City of London Police Authority Board or its committees are as follows:

- to hold the Police Commissioner and the Force to account, ensuring the Force is accountable to the communities they serve;
- to contribute proactively to the oversight and scrutiny of the Force’s strategic priorities as set out in the Policing Plan;
- to monitor and challenge crime performance, the efficiency and effectiveness of the Force, and the provision of value for money;

- to be committed to the delivery of a fair and equitable policing service to all of our communities;
- to contribute proactively to the oversight and scrutiny of the Force's policies, strategies and service delivery;
- to make sure that the principles of equality and fairness are integral to all actions and policies of the Force;
- to participate in any committee, panel, or special interest area to which they are appointed on behalf of the Police Authority Board;
- to develop and maintain a working knowledge of the Force's and the City Corporation's services, management arrangements, powers, duties and resource constraints;
- to develop and maintain a good knowledge of the Policing Plan and the corporate policies of the City Corporation;
- to promote effective and efficient policing and establish constructive partnerships with the City of London Police and other relevant bodies;
- to undertake any training and development deemed necessary by the City Corporation and Police Authority, providing feedback to the Police Authority Board where appropriate;
- to adhere to the City Corporation's code of conduct and Seven Principles of Public Life.

**Guildhall,
April 2021**

Appendix 4: City of London Police Authority Board – Committee Memberships

Economic and Cyber Crime Committee

Chair: Deputy James Thomson

Deputy Chair: Tijs Broeke

Serial	Role	Member
1	Chair of PAB	Deputy James Thomson
2	Deputy Chair of PAB	Tijs Broeke
3	Board Member #1	Graham Packham
4	Board Member #2	Alderman Professor Emma Edhem
5	Board Member #3	Andrew Lentin
6	Board Member #4	Nicholas Bensted - Smith
7	Board Member #5	Deputy Dawn Wright
8	Board Member #6	Sir Craig Mackey
9	Board Member #7	Jason Groves
10	Co-Opted Member #1	Naresh Sonpar
11	Co-Opted Member #2	Madush Gupta
12	Policy & Resources (Chair)	Deputy Christopher Hayward
13	Policy & Resources	James Tumbridge
14	External Member #1	Michael Landau
15	External Member #2	Vacancy

Strategic Planning and Performance Committee

Chair: Tijs Broeke

Deputy Chair: Andrew Lentin

Serial	Role	Member
1	Chair of PAB	Deputy James Thomson
2	Deputy Chair of PAB	Tijs Broeke
3	Board Member #1	Helen Fentimen
4	Board Member #2	Munsur Ali
5	Board Member #3	Alderman Tim Hailes
6	Board Member #4	Andrew Lentin
7	Board Member #5	Deborah Oliver
8	Board Member #6	Melissa Collett
9	Board Member	Michael Mitchell
10	Board Member	Jason Groves
10	Co-Opted Member #1	John Griffiths
11	Co-Opted Member #2	Vacancy
12	External Member #1	Moawia Bin-Sufyan
13	External Member #2	Adrian Hanstock

Resource Risk and Estates Committee

Chair: Tim Hailes

Deputy Chair: Tijs Broeke

Serial	Role	Member
1	Chair of PAB	James Thomson
2	Deputy Chair of PAB	Tijs Broeke
3	Board Member #1	Alderman Tim Hailes
4	Board Member #2	Andrew Lentin
5	Board Member #3	Helen Fentimen
6	Board Member #4	Deputy Dawn Wright
7	Board Member #5	Alderman Emma Edhem
8	Board Member #6	Vacancy
9	Co-Opted Member #1	Vacancy
10	Co-Opted Member #2	Vacancy
11	Audit & Risk Management	Randall Anderson
12	Finance Committee	Randall Anderson
13	External Member #1	Adrian Hanstock
14	External Member #2	Michael Landau

Professional Standards and Integrity Committee

Chair: Michael Mitchell

Deputy Chair: Alderman Emma Edhem

Serial	Role	Member
1	Chair of PAB	Deputy James Thomson
2	Deputy Chair of PAB	Tijs Broeke
3	Board Member #1	Jason Groves
4	Board Member #2	Nick Bensted-Smith
5	Board Member #3	Alderman Professor Emma Edhem
6	Board Member #4	Deborah Oliver
7	Board Member #5	Helen Fentimen
8	Board Member #6	Michael Mitchell
9	Co-Opted Member #1	Florence Keelson-Anfu
10	Co-Opted Member #2	Naresh Sonpar
12	External Member #1	Michael Mitchell
13	External Member #2	Vacancy

City of London Police Pensions Board

Serial	Role	Member
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1	Chairman	John Todd
2	Deputy Chairman	Alderman Alexander Barr

Streets and Walkways Sub (Planning and Transportation) Committee

Serial	Member
1	Graham Packham

Digital Services Committee

Serial	Member
1	Alderman Professor Emma Edhem

Homelessness and Rough Sleeping Sub (Community and Children's Services) Committee

Serial	Member
1	Munsur Ali
2	Helen Fentimen

Association of Police and Crime Commissioners

Serial	Member
1	Deputy James Thomson

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City of London Police Authority Board – Public Outstanding References

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 2023 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. During the remainder of 2024 and into 2025, further developments are expected and the revised Bill will be heard when parliamentary time allows.
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-- An update on this was presented at SPPC on the 22 February and March PAB. The Chair noted at March PAB that this was still a work in progress and asked for a final update to the May PAB. However, subsequently agreed with PA Team/ COO that the final update would go to 21 May SPPC first and 5 June PAB.
2/2024/P	06 March- Item 5 Chairs Update-Angiolini Inquiry	The Chair asked the Commissioner and senior officers to provide a detailed report on the CoLP response to	Commissioner	In Progress- AC Betts agreed with Director PA that this would go to PSIC on the 4 June and PAB on 5 June.

		the Angiolini Inquiry Part 1 recommendations to the Police Authority Board in May.		
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Committee(s): Police Authority Board	Dated: 08 May 2024
Subject: Chair's Update	Public
Report of: James Thomson	For Information

National Lead Force – engagement

The Authority has continued to arrange opportunities to engage key stakeholders on the important work of the City of London Police on economic and cyber crime.

I was pleased that the City was able to host a reception and dinner in the Guildhall on 10 March to mark the Government's Global Fraud Summit on 11/12 March. Attendees included HRH the Princess Royal, the Home Secretary, Lord Mayor, Policy Chair and myself together with a range of senior law enforcement and private sector partners. And I was very pleased that the City Commissioner and other senior City Police figures were prominent participants at the Summit itself. The City Police being at such gatherings with senior international partners, and representing British policing, is important in helping to garner greater international cooperation to tackle fraud.

There are forthcoming visits in the coming weeks by Home Office Minister Lord Sharpe and Feryal Clark MP, Shadow Crime Reduction Minister. They follow a second visit to the City Police in April by Anthony Browne, the Prime Minister's Anti-Fraud Champion, to see a demonstration of the new system replacing Action Fraud. I and other Members also recently heard directly from the suppliers of the replacement service for Action Fraud at a recent Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee to go through their detailed implementation plans and seek assurance on delivery of this important programme.

We are also pleased to be hosting a roundtable on Fraud Policy with Rt Hon Emily Thornberry MP (Shadow Attorney General and Labour Policy Lead on Fraud) on 14th May. This event will bring together representatives from law enforcement, criminal justice system, industry, and consumer & victims' groups to capture the strengths of the current system in fighting fraud and the actions needed to make a step-change in our collective response.

£1m additional funding for serious violence and ASB initiatives

The City Police Authority has successfully bid for £1m Home Office funding in FY 2024/25, for 'hotspot policing' initiatives to tackle violence and anti-social behaviour. This will fund more patrols by the acquisitive crime, dedicated ward officer, and cycle teams, implementation of 'Operation Vigilant' with night-time patrols targeting sexual violence offenders, increased monitoring of CCTV feeds to detect and prevent crime,

and more analytical staff. Implementation is commencing immediately and will run until 1 April 2025, when funding ceases. Plans are in place to analyse the impact on outcomes including crimes, arrests, and use of police powers.

Stephen Lawrence Day event in the City: 23 March

I was immensely proud to host the latest City event to mark Stephen Lawrence Day on 23 March. The event saw over 100 people from across London, most of them young people, coming together in the Guildhall to recognise Stephen's legacy, discuss ways of building better relationships between communities, the police and institutions, and ultimately the part we can all play in building a more equitable future. It provided a moment to reflect on the past but look to the future. And the fantastic youth panel we had at the event makes me hopeful about what that future looks like. I am grateful to those Members who attended and supported the event on the day. And I look forward to the City continuing to play a visible role in enhancing Stephen's legacy. There is still much to do.

Cyle Event – Mansion House and Bank Junction

I supported an operation targeting anti-social cyclists together with partners focussing on education, engagement and enforcement. This included a cycle roadshow held outside Mansion House together with an operation at Bank Junction cracking down on anti-social behaviour and road offences. Lord Mayor Professor Michael Mainelli and Lady Mayoress Elisabeth Mainelli also supported the event.

The event offered free cycle checks, free bike marking and registration and sit an opportunity to sit inside an HGV lorry to see the road from the view point of a lorry cab and better understand the hazards whilst near large vehicles courtesy of FM Conway. London Fire Brigade spoke to members of the public about the dangers of charging e-bikes and e-scooters at home.

The event was very well received by participants and the public on the day and had good coverage in the press, ITV London News and social media.

Member briefings

Can I highlight two forthcoming briefings for Members on policing matters:

- 5 June (14.00 – 15.30) on local policing issues; and
- 10 October (10.30 – 12.00) on the City Police's national responsibilities.

Both provide opportunities to learn more about the picture of crime in the City (and nationality), what the City Police are doing in response, and to ask questions of senior police officers and staff. I very much encourage attendance.

City of London Policing Plan 2022-2025

I presented the annual refresh of the City of London Policing Plan to the Court of Common Council on 25 April. I said then – and truly believe – that the City is privileged to have its own dedicated police service, which we should not take for granted.

The Police Authority Board has a vital role in ensuring that the objectives in the current Plan are achieved. At the same time, we will begin the process for developing a new three-year plan for 2025-2028. That will be important for setting the strategic direction for the City Police for the next phase of its evolution.

Police Authority Board Chair

The May meeting of the City of London Police Authority Board (PAB) will mark the end of my four-year tenure as Chair. Having started as a City of London Special Constable in September 2002, serving as such until 2015 when I joined the Board, it is fair to say that I feel very invested in the City of London Police.

I was informed last week, that Trainee Police Horse Andy, the latest recruit for the Mounted Unit, has just completed training as I am stepping down. I am thrilled to report that his policing name will be PH Thomson. I feel truly honoured to be recognised in this way and Police Authority Board Members will be informed of the passing out date in due course but expected to be 1 July.

I would like to extend my very sincere gratitude to all the City of London police officers, special constables, staff, volunteers and cadets as well as all members of the Police Authority Board and its Committees, and the Police Authority Team, for their dedication, support and hard work.

It has been a complete honour and privilege to serve as Chair for the past four years. I look forward to remaining on the Board and I wish my successor well.

I am confident that the City of London Police is well-positioned to face future challenges, delivering exceptional policing services for the public, the City and the country.

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Committee(s): Police Authority Board	Dated: 8 May 2024
Subject: Commissioner's Update	Public
Which outcomes in the <i>City Corporation's Corporate Plan</i> does this proposal aim to impact directly?	This is not a proposal but CoLP impact the following outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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 49-24	For Information
Report author: Peter O'Doherty, T/Commissioner	

Summary

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

This contains a strategic Commissioner's update and *public* updates for Operations and Security and Economic and Cyber Crime.

Recommendation(s)

Members are asked to note the report.

Victim Strategy

City of London Police has been working with the Police Authority team to develop our first comprehensive Victims Strategy. This will be presented to Police Authority Board in June. The strategy has three underlying objectives:

- To make sure the City is ready to deliver both the specific aims of the Victims Bill and embody its wider goal to put victims firmly at the heart of the criminal justice system.
- To detail how we will deliver our local commitment to put victims at the heart of everything we do, both in the City Police and with action from the Police Authority and wider Corporation.
- To increase trust and confidence in the police by improving services and outcomes for victims.

Ahead of submission to PAB in June, we will be conducting an informal consultation stage with key external stakeholders, such as MOPAC, the London Victims Commissioner, the APCC and other police forces, to name a few.

Equity, Diversity and Inclusion Strategy 2024-28

Work continues to finalise the Equity, Diversity and Inclusion (EDI) Strategy following presentation to the CoLP Chief Officer Team in March, also attended by the Police Authority Director and CoLP Corporate Communications. Feedback received from this meeting is being worked through and addressed.

The draft Strategy has also been presented at the September 2023, November 2023 and February 2024 Professional Standards and Integrity Committee (PSIC) where Member feedback has been forthcoming and considered.

In addition, the other key area of focus is on developing the measurements and metrics for success. These will be informed by best practice as well as consultation and engagement with key stakeholders. The formal launch has been moved back from April 2024 to June/ July 2024 subject to final sign off by the Chief Officer Team at their 12th June meeting to allow for these final elements to be resolved. It is likely the final version will be submitted to July PAB for information.

CoLP Corporate Communications are fully engaged and working with Professionalism & Trust to refine the draft Communications Plan, some of the launch highlights of which, are shown below:

- Inclusivity Programme modules that will likely take place over June, July, August, September and October.
- A force wide anniversary event to celebrate our Inclusivity programme 1 year on taking place 27th June 2024.
- A launch video using the support networks as advocates.

City marks Stephen Lawrence anniversary

200 young people, including City of London Police cadets and apprentices attended a careers fair and panel discussions in the Square Mile ahead of Stephen Lawrence Day. Several public and private organisations came together offering careers advice along with a number of guest speakers talking about their personal experiences, career paths, and what Stephen Lawrence's legacy means to them.

Inspiring a youth panel discussion with representatives from the City of London Police Cadets, the City of London Police Youth Advisory Group, and the Prince’s Trust focused on experiences and relationships with institutions and how the hopes and aspirations of young people can be a powerful tool for change.

As the City of London Police drives to be the most inclusive police service in the UK, this remarkable event promoted opportunities for young people to influence how the City of London Police works collaboratively to deliver change.

Drink Spiking Intensification week- 18th – 24th March 2024

City of London Police in partnership with Safer Business Network visited 38 licensed premises focusing on prevention, detection and education with a particular focus on venues that had allegations of drink spiking on their premises the previous month. The Police Licensing team continue to regularly engage with businesses and the public to increase knowledge and awareness on drink spiking ensuring the Night Time Economy can be enjoyed safely.

Theft

Special Constabulary officers whilst on patrol were called to a violent shoplifter at Eataly who had been detained by security following the theft of alcohol. He was further identified as having committed similar crimes for which he was also charged and remanded in custody where he awaits court proceedings.

Eagle eyed officers spotted a prolific thief who is known to target commercial premises. He was swiftly arrested and linked to 13 burglaries for which he was charged and awaits court proceedings.

Criminal Damage

A male has been convicted for criminal damage valued at approximately £40,000 to Grade 1 listed buildings across the City. Following an extensive investigation, the male pleaded Guilty and was sentenced to a hospital order due to his deteriorating mental health.

Murder Conviction – Operation Intervention

On Sunday, 1 May 2022, Emmanuel Odunlami attended a private members event at Haz Restaurant on Foster Lane. Unbeknown to Emmanuel he was being targeted by the offenders who believed he was wearing an expensive watch. Having left the venue he was robbed of his watch and fatally stabbed.

Four men were sentenced in February 2024 and jailed for his killing:

- Jordell Menzies, aged 27, was sentenced to life imprisonment with a minimum term of 31 years for murder
- Quincy Ffrench, aged 28, was sentenced to 15 years in prison for manslaughter and seven years and four months for robbery.
- Louis Vandrose, aged 28, was sentenced to 15 years in prison for manslaughter and seven years and four months for robbery.
- Kavindu Hettiarachchi aged 31, was sentenced to 13 years in prison for manslaughter and 10 years for robbery.

This was a complex investigation into this horrific crime with an incredible force wide response to identify, apprehend and convict the offenders ensuring the safety of those who reside, work and visit the City of London.

Strategic Leadership and Engagement

On the 28th February, AC Adams and Service Deliver Director Chris Bell appeared before the Home Affairs Select Committee to provide an update in relation to their inquiry into fraud. Topics covered included the exponential growth in cyber enabled fraud and the Police Services response in upskilling their staff. The replacement for Action Fraud was explored in detail with the benefits this would bring.

On the 11th – 12th March 2024, the UK Government hosted the first inaugural global fraud summit at Lancaster House. Ministers and representatives of Australia, Canada, France, Germany, Italy, Japan, New Zealand, the Republic of Korea, Singapore, the United Kingdom, and the United States convened in person to discuss the global threat of fraud. T. Commissioner O’Doherty & T. Assistant Commissioner Adams represented UK Policing at this summit and were joined by senior executives from banking and technology industries.

In March 2024, CoLP were informed that there was to be a 25% reduction in funding for the Anti Money Laundering and Asset Recovery (AMLAR) programme 24/25. Significant work was undertaken with the Home Office and regional economic crime unit leads to minimise the impact. The current position is that we have maintained all incoming recruitment and paused two lower priorities until 2025 to maintain operational effectiveness.

Operational activity highlights

Dedicated Card and Payment Crime Unit (DCPCU) –Three men from Peterborough have been sentenced for conspiracy to defraud and fraud by false representation to the value of £272,625 and a further count of money laundering. The primary offender defrauded elderly victims by contacting them, claiming to be from the local council or government organisation and offering them a refund or rebate. He would manipulate customers into handing over banking information and use this to access the victims’ accounts . He was sentenced to 4 years and 4 months for conspiracy to defraud, fraud by false representation and money laundering offences. His co-conspirators suspended sentences for money laundering offences.

The Unit also arrested two individuals for possessing sim farms, which are used to send thousands of fraudulent texts to potential victims. Security Minister Tom Tugendhat attended the warrant to witness first-hand the work of officers from the City of London Police and the Metropolitan Police Service in the fight against fraud.

National Support & Co-ordination

Op Henhouse III – Throughout February the City of London Police and the National Crime Agency (NCA) led a nationwide intensification police operation, to investigate fraud which resulted in 440 arrests, 211 interviews and assets and seizures worth £19 million.

As part of the intensification, City of London Police officers executed nine warrants, made 39 arrests, and conducted 18 voluntary interviews. Notably, a significant operation led by the Fraud Operations team targeted investment fraud, resulting in multiple warrants executed across London and Kent. The search of properties yielded a cache of digital devices, cash, drugs, offensive weapons, and a replica firearm.

In March, the Lead Force Operations room assisted to co-ordinated the UK Policing response to the LabHost Service. The LabHost service allowed criminals to send fraudulent text messages to steal from victims. There was 37 arrests worldwide to disrupt this service.

International Support & Co-ordination.

City of London Police’s National Economic Crime and Cyber Academy (ECCA) became a formal component of Interpol’s Global Academy Network. T/Commissioner Pete O’Doherty and Jürgen Stock, the Secretary General for Interpol, undertook the formal legal signing at Guildhall Yard East on Tuesday 12 March. This allows the ECCA to offer training courses and CPD events to Interpol members that will be delivered on a cost recovery basis primarily through the associates cadre to minimise operational impact.

Committee(s): Police Authority Board	Dated: 8 May 2024
Subject: City of London Police Staff Survey Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	This is not a proposal but CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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 50-24	For Information
Report author: Olivia Hogman, Organisational Development Practitioner, Professionalism and Trust	

Summary

This report provides the Police Authority Board with an update on the annual staff survey, which launched on 24th January 2024 and closed on 7th February 2024. The survey was open to the total workforce to complete, with the exception of contractors. It aims to assess workforce sentiment with question sets linked to elements of the current Policing Plan. After the Survey has closed, the results are analysed and each department within City of London Police (CoLP) is provided with a bespoke report relevant to their area of responsibility. Managers are asked to complete improvement plans in conjunction with team members, based on three areas of opportunity to enhance employee engagement at a micro-level. This is the second year of a three year contract with our staff survey provider.

The results showed a completion rate of 57%, a reduction of 7% since the last full staff survey in October 2022. The engagement score (which consists of question sets designed to analyse the level of enthusiasm and dedication the workforce feels towards the organisation), has risen by 6% since the last survey. This has been highlighted by our survey provider as “excellent”. The findings highlighted key priority areas for development around “Integrity and Trust” and “Communication and Collaboration”. This update highlights key findings as well as activity which has taken place since the results of the survey were communicated to the workforce and planned aligned activity. A summary of the full survey results can be found at Appendix 1.

Recommendation(s)

Members are asked to note the contents of this report.

Main Report

Background

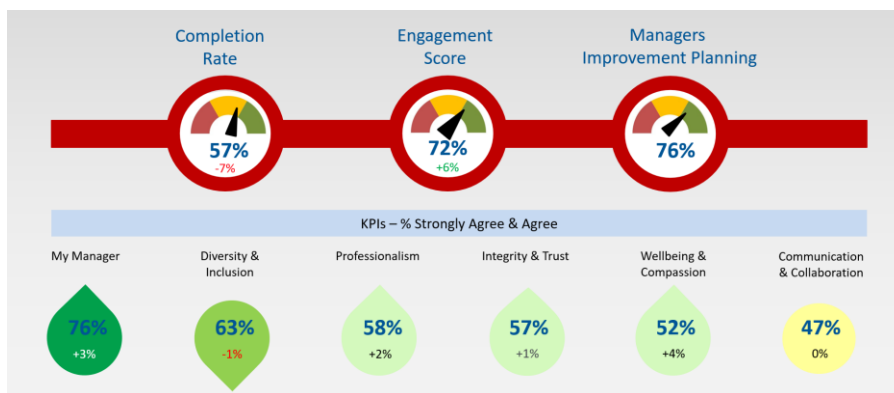
1. The CoLP entered into a three year partnership with staff survey provider in 2022. The first full staff survey took place in October 2022, followed by a pulse survey in July 2023. The pulse survey takes place 6 months after each full staff survey and measures engagement questions only. In September 2023, the internal management of the staff survey transferred from Strategic Development, to the Organisational Development Team within the Professionalism and Trust Portfolio. Building on work undertaken since the last staff survey, focus has been on the following areas:
 - Reviewing the existing processes to identify areas for improvement and establishing a governance framework to scrutinise and monitor progress across the force.
 - Advising managers on the creation of bespoke improvement plans for their teams, which are designed to directly improve employee engagement through targeted actions;
 - Focus groups were set up after the survey to analyse strategic themes from the survey and develop action plans to develop upon areas for improvement. Four focus groups were set up, split across different staffing groups. The groups considered three themes: Diversity and Inclusion, My Manager and Professionalism, Integrity and Trust. These themes align to different question sets within the staff survey. These were presented at the Force's Strategic People Board and to the workforce via a range of communication channels;
 - Developing a robust communications plan to ensure the workforce's awareness of the staff survey and secure buy-in;
 - Reviewing HR data to ensure accuracy of the organisation structure provided to the supplier.
 - Reviewing question sets to ensure they remain relevant and can provide an accurate baseline, comparable to the 2022 full staff survey

Current Position

2. The same key performance indicators (KPIs) are measured year on year. There are seven KPIs which are made up of groups of questions asked in the survey. These KPI areas are:
 - Engagement
 - My Manager
 - Diversity & Inclusion

- Professionalism
- Integrity & Trust
- Wellbeing & Compassion
- Communication & Collaboration

3. The dashboard below illustrates our scores for these KPIs compared to the 2022 results. The score is created using “favourable percentage” responses (made up of agree and strongly agree). There has been a slight rise in all areas with the exception of “Diversity and Inclusion”, which has fallen by 1% with more respondents selecting “neither agree nor disagree”. This is a slightly disappointing result given the work currently being delivered by Professionalism & Trust in support of our Equity, Diversity and Inclusion ambitions but as we move into Year 2 of the Inclusivity Programme, the focus will shift from education to putting the learning into practice.



4. In teams where improvement plans have been fully implemented and actions deemed to be appropriate by team members, engagement increased by over 10%.
5. The following questions were identified as most improved and most declined (since 2022), together with the highest and lowest in 2024:

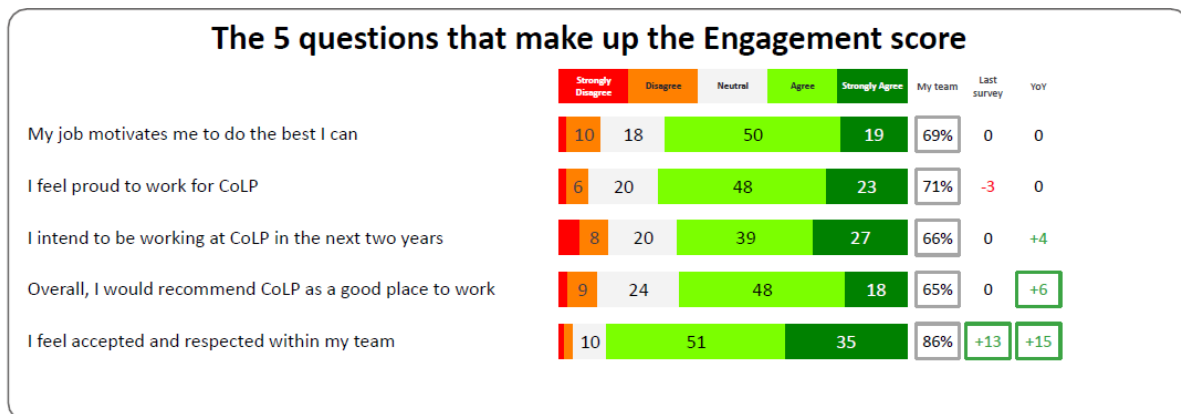
Most Improved		My team	YoY
1. I feel accepted and respected within my team	86%	+15	
2. My pay and benefits are a fair reflection of my contribution	34%	+9	
3. Flexible working patterns are fairly applied across the force	43%	+7	

Most Declined		My team	YoY
1. CoLP delivers on its commitment to promoting diversity, equity and inclusion	64%	-7	
2. Important news and changes are communicated quickly to officers and staff	45%	-4	
3. The Chief Officer Team of the force make their expectations clear of me	39%	-3	

Highest Scoring		My team	YoY
1. My team act with compassion, integrity & professionalism at all times to the public	87%	+2	
2. My Manager treats me with respect, dignity and compassion	87%	+2	
3. I feel accepted and respected within my team	86%	+15	

Lowest Scoring		My team	YoY
1. I have confidence in the decisions made by SLT	30%	+3	
2. My pay and benefits are a fair reflection of my contribution	34%	+9	
3. CoLP does not have a blame culture	34%	NH	

6. The engagement score consists of question sets designed to analyse the level of enthusiasm and dedication the workforce feels towards the organisation. Responses to this question set are set out below:



7. Using the Engagement score, the following areas have been identified as key priorities for the Force, which if improved upon, will in turn improve the Engagement score in forthcoming surveys. Professionalism has been identified as a strength area, “Integrity and Trust” and “Communication and Collaboration” have been identified as areas for opportunities:

Focus on 1 strength & 2 opportunities	
Professionalism	I am provided with the equipment and knowledge to do my role effectively
Integrity & Trust	CoLP does not have a blame culture
Communication & Collaboration	The goals and targets of CoLP have been clearly communicated to me

8. At March’s CoLP Senior Leader’s Forum, the Organisational Development Team presented the staff survey results and facilitated a discussion which created actions linked to these areas. These are currently being considered by Chief Officers for implementation.

Next Steps

9. The results were presented to the CoLP Chief Officer Team and Senior Leaders Forum. They have also been cascaded to staff and managers. Managers will now develop improvement plans for their teams. Senior leaders are also able to monitor the content and completion of their teams’ improvement plans. Completion of improvement planning will also be monitored, through tactical updates to the Equity, Diversity and Inclusion (EDI) Delivery Board every six weeks, with quarterly updates to the EDI Strategic Board.
10. Additional support for managers is being developed in the form of a video presentation with supporting documentation ensuring teams make the most value of their survey results. As with Year 1 of the survey, a series of focus groups will

be run to provide further insight into the cross-cutting themes identified from the survey.

11. The staff survey is also being followed up with a cultural audit of teams within the CoLP. The aim of the cultural audit is to uncover elements of the hidden culture which impact on how people feel at work, with bespoke interventions being developed to improve morale and culture within teams. In order to legitimise team's that have been selected to participate in the pilot, staff survey data has been selected to identify four teams – two that appear to have a healthy culture and two where the results are not as positive. The four teams identified are from National Lead Force, Local Policing and Specialist Operations. The Organisational Development team has started with management engagement across the four teams being the first stage. The pilot concludes during the summer period with the full cultural audit rolled out across the force from October 2024.
12. CoLP will also review it's working relationship with the supplier to ensure that the survey is delivering on its intended outcomes, to decide whether the contract is extended beyond the initial three year period.

Appendices

- Appendix 1 – Summary of the full survey results

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City of London Police Staff Survey Results Briefing

Organisational Development



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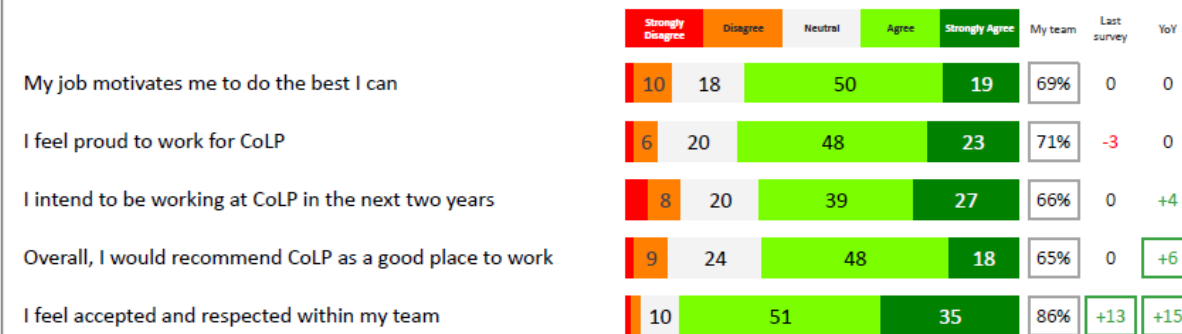
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- 1. Executive Summary**
- 2. Findings**
 - a. KPIs and highlights**
 - b. Priorities for action**
 - i. Professionalism**
 - ii. Integrity & Trust**
 - iii. Communication & Collaboration**
- 3. Next steps**

Executive Summary

- 57% (877) of the Force completed the Staff Survey. This is a fall of 7% on the previous year
- Engagement has risen by 6% - This is **excellent**, a 2% increase in a year is generally measured to be good progress

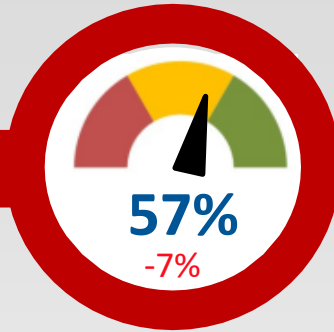
The 5 questions that make up the Engagement score



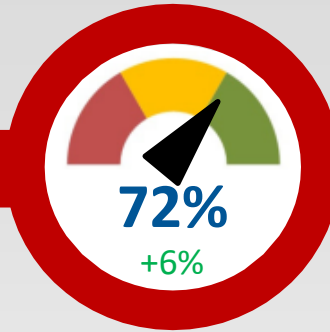
- Managers who created and implemented an improvement plan saw their direct reports' engagement **increase by 10%**
- Most managers are creating a plan (76%) but less than half are implementing their plans clearly (44%)
- Scores are improving overall, but scores for some questions have declined. This needs central communication as well as direction from senior leaders
- Future actions must be linked to the staff responses – **“You said, we did”** is extremely important and provides legitimacy to the survey
- Anecdotal feedback suggests staff are concerned as to the true anonymity of the survey, which may have contributed to a drop in completion rates

Key Performance Indicators

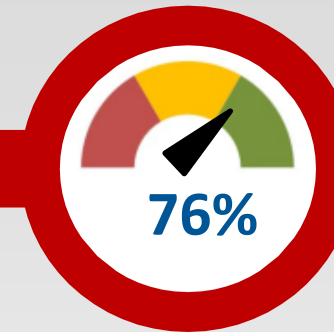
Completion Rate



Engagement Score



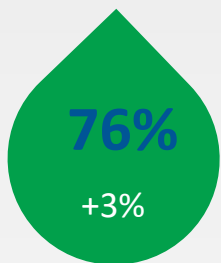
Managers Improvement Planning



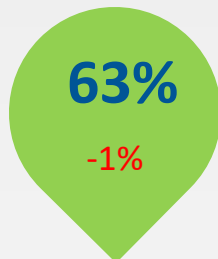
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KPIs – % “Strongly Agree” & “Agree”

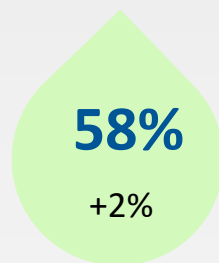
My Manager



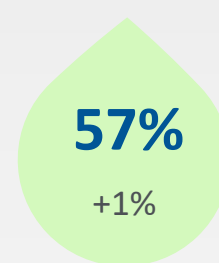
Diversity & Inclusion



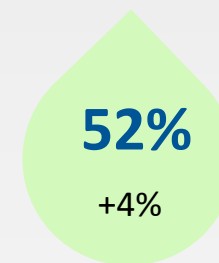
Professionalism



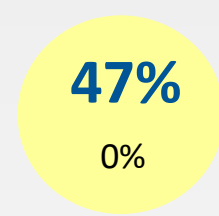
Integrity & Trust



Wellbeing & Compassion



Communication & Collaboration



KPI Breakdown

ENGAGEMENT – OVERALL RATING 72%

- 86% + I feel accepted and respected within my team
- 71% + I feel proud to work at CoLP
- 65% (neutral/still positive) Overall, I would recommend CoLP as a good place to work (24% neither agree nor disagree, 9% disagree, 2% strongly disagree)

INTEGRITY & TRUST – OVERALL RATING 57%

- 84% + My manager is approachable and easy to talk with
- 74% + Victims are at the heart of all decisions and actions in my team
- 34% - CoLP does not have a blame culture (37% neither agree nor disagree, 18% disagree, 7% strongly disagree)
- 30% - I have confidence in the decisions made by SLT (40% neither agree nor disagree, 18% disagree, 12% strongly disagree)

PROFESSIONALISM – OVERALL RATING 58%

- 87% + My team act with compassion, integrity and professionalism at all times to the public
- 70% + Poor behaviour is always addressed quickly within my team
- 38% - My directorate SLT recognises and rewards good work (34% neither agree nor disagree, 17% disagree, 11% strongly disagree)

WELLBEING AND COMPASSION – OVERALL RATING 52%

- 84% + My team act with compassion, integrity and professionalism at all times
- 70% + I am able to balance my work and homelife well
- 34% - My pay and benefits are a fair reflection of my contribution (24% neither agree nor disagree, 28% disagree, 15% strongly disagree)

KPI Breakdown

COMMUNICATION AND COLLABORATION – OVERALL RATING 47%

- 72% + I understand my role in delivering the Policing Plan
- 39% - The COT make their expectations clear of me (38% neither agree nor disagree, 15% disagree, 8% strongly disagree)
- 36% - SLT communicate openly and honestly (38% neither agree nor disagree, 16% disagree, 10% strongly disagree)

DIVERSITY AND INCLUSION – OVERALL RATING 36%

- 74% + CoLP respects people from all backgrounds and cultures
- 73% + I have not personally witnessed Bullying, Harassment or Discrimination in the last 12 months (11% neither agree nor disagree, 9% disagree, 7% strongly disagree)
- 40% - Capable people succeed in CoLP regardless of their background (30% neither agree nor disagree, 16% disagree, 13% strongly disagree)

MY MANAGER – OVERALL RATING 76%

- 87% + My manager treats me with respect, dignity and compassion
- 80% + My manager values my input and opinions
- 66% (neutral/still positive) My manager gives me regular, honest, useful feedback through 121s (17% neither agree nor disagree, 12% disagree, 6% strongly disagree)

Highlights – Highest/Lowest scoring

Most Improved

	My team	YoY
1. I feel accepted and respected within my team	86%	+15
2. My pay and benefits are a fair reflection of my contribution	34%	+9
3. Flexible working patterns are fairly applied across the force	43%	+7

Most Declined

	My team	YoY
1. CoLP delivers on its commitment to promoting diversity, equity and inclusion	64%	-7
2. Important news and changes are communicated quickly to officers and staff	45%	-4
3. The Chief Officer Team of the force make their expectations clear of me	39%	-3

Highest Scoring

	My team	YoY
1. My team act with compassion, integrity & professionalism at all times to the public	87%	+2
2. My Manager treats me with respect, dignity and compassion	87%	+2
3. I feel accepted and respected within my team	86%	+15

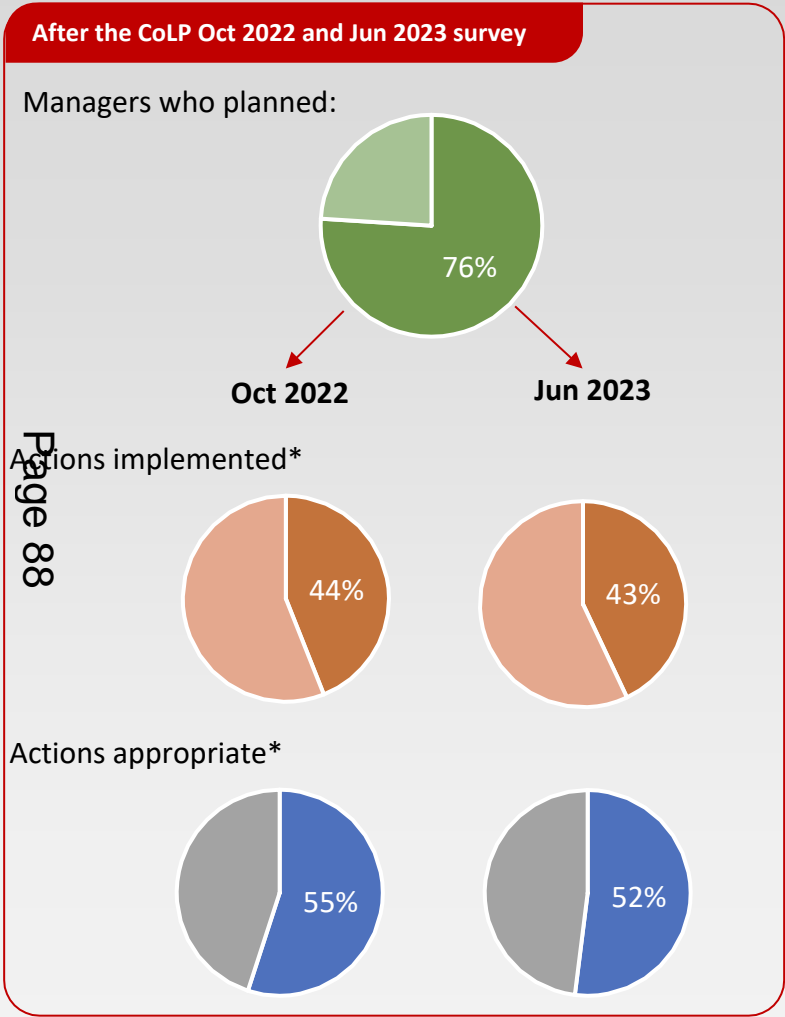
Lowest Scoring

	My team	YoY
1. I have confidence in the decisions made by SLT	30%	+3
2. My pay and benefits are a fair reflection of my contribution	34%	+9
3. CoLP does not have a blame culture	34%	NH

While the results show both improvement and decline in responses, the size of improvement is greater, which is reflected in an **overall improvement**. (27 Questions improved, 4 declined)

The questions showing greatest decline are seen in areas where **improved communication** can make a difference.

Improvement Planning: Delivering benefits



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* happened or were appropriate per 80% of direct reports

Improvements delivered during the year

	Managers who planned*		CoLP
	DRs	Wider team	Everyone
Focus area actions	+13%	+4%	+3%
Engagement	+10%	+7%	+6%

* planned, happened and appropriate per 80% of direct reports

- Where managers implemented appropriate actions, their direct reports' engagement scores rose by 10%, It is the work of these managers that led to the **overall 6% improvement in engagement** across CoLP.
- 76% of managers created an improvement plan, but in the June '23 and January '24 surveys, only around half of teams **clearly recall** the action being taken (44%) and the action was appropriate (55%).
- This shows that **more** managers need to create a plan, be clearer with their team about the actions they are taking and take proper steps to implement plans that are appropriate.

Priorities for action

Key priorities

Focus on 1 strength & 2 opportunities

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Professionalism

There are good opportunities for me to develop my career in CoLP

Integrity & Trust

I have confidence in the decisions made by SLT

Communication & Collaboration

Our Policing Plan, vision and values motivate me

Prioritisation is based on a combination of **impact on engagement** and **potential for improvement**.

The priority KPIs are selected for each team first, and then the questions within that KPI are selected using a similar approach.

This approach maximises the amount of **'improvement in engagement'** gained by managers taking action after the survey.

This is done separately for every team, to ensure it aligns with the needs of each team, with each team concentrating on what will **improve its own engagement** most.

Key priorities: Strength – Professionalism

Opportunities for staff to develop their career has a low score (49%) and a high impact on engagement, indicating **scope for improvement** which will in turn **increase engagement**.

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Key priorities	
Focus on 1 strength & 2 opportunities	
Professionalism	There are good opportunities for me to develop my career in CoLP
Integrity & Trust	I have confidence in the decisions made by SLT
Communication & Collaboration	Our Policing Plan, vision and values motivate me

Key Performance Indicator (KPI)			
Professionalism			
Impact on engagement		0.49	
Employee rating		62%	
Questions in this KPI			
		Rating	Impact
Q318	There are good opportunities for me to develop my career in CoLP	49%	0.27
Q436	If a member of my family were a victim of crime in City of London I would be confident CoLP would deliver an exceptional service	59%	0.27
Q418	My team act with compassion, integrity & professionalism at all times to the public	87%	0.20
Q419	Poor behaviour is always addressed quickly in my team	70%	0.17
Q410	I am provided with the equipment and knowledge to do my role effectively	47%	0.15

Key priorities: Opportunity – Integrity & Trust

Confidence in decisions made by SLT has a very low score of 30% and has a reasonable impact on engagement, indicating good **scope for improvement** that which will **increase engagement**.

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Key priorities	
Focus on 1 strength & 2 opportunities	
Professionalism	There are good opportunities for me to develop my career in CoLP
Integrity & Trust	I have confidence in the decisions made by SLT
Communication & Collaboration	Our Policing Plan, vision and values motivate me

Key Performance Indicator (KPI)			
Integrity & Trust			
Impact on engagement		0.50	
Employee rating		57%	
Questions in this KPI			
		Rating	Impact
Q494	CoLP has a culture of continuous learning	53%	0.29
Q495	CoLP does not have a blame culture	34%	0.23
Q411	I have the right level of autonomy to make decisions and do my job effectively	68%	0.22
Q423	I have confidence in the decisions made by SLT	30%	0.22
Q416	My manager is is approachable and easy to talk with	84%	0.18
Q175	Victims are at the heart of all decisions and actions in my team	74%	0.15

Key priorities: Opportunity – Communication & Collaboration

The Policing Plan scored **low** in terms of motivating staff (40%).
A **high** proportion of staff understand their role in delivering the Policing Plan, however. (72%)

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Key priorities	
Focus on 1 strength & 2 opportunities	
Professionalism	There are good opportunities for me to develop my career in CoLP
Integrity & Trust	I have confidence in the decisions made by SLT
Communication & Collaboration	Our Policing Plan, vision and values motivate me

Key Performance Indicator (KPI)	
Communication & Collaboration	
Impact on engagement	0.34
Employee rating	48%

Questions in this KPI			
		Rating	Impact
Q424	The goals and targets of CoLP have been clearly communicated to me	48%	0.26
Q421	Our Policing Plan, vision and values motivate me	40%	0.23
Q420	I understand my role in delivering our Policing Plan	72%	0.21
Q422	Important news and changes are communicated quickly to officers and staff	45%	0.19
Q186	SLT communicate openly and honestly	36%	0.19

What happens next?

1. CoLP Organisational Development (OD) Team will:

- continue to work with Corporate Comms on internal communication
- encourage and ensure managers create and implement improvement plans as appropriate
- conduct a cultural audit pilot based on survey results
- give advice and support to implementing improvements

2. Governance of improvement planning will be monitored via EDI Strategic Board chaired by the Commissioner

3. There will be a PULSE Survey September 2024

4. There will be another Full Staff Survey in early 2025.



City of London Police Staff Survey Results Briefing



Committee(s): Police Authority Board – For information and discussion	Dated: 8 May 2024
Subject: Draft City of London Police Annual Report 2023-24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	CoLP impact the following CoL Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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 51-24	For information and discussion
Report author: Emma Cunnington, Head of Strategy & Planning	

Summary

The draft Annual Report, representing the achievement of the City of London Police for the past financial year, is submitted to the Board for information and discussion. The report contains information on crime, financial and staff statistics, as well as a summary of performance and highlights within the year.

It is requested that any comments from Members on the draft report be sent via the Police Authority Team, to the Head of Strategy & Planning emma.cunnington@cityoflondon.police.uk by Wednesday 15th May 2024.

The Medium-Term Financial Plan will be included within the annual report in the final version.

Recommendations

Members are asked to:

- Review the draft Annual Report 2023-24 and provide any comments to the Head of Strategy & Planning, via the Police Authority Team by the 15th May.
- Note that a final version of this report will be submitted to the Police Authority Board on 5th June 2024 for approval before its onward submission to the Court of Common Council in July.

Main Report

Background

1. The Annual Report serves as the vehicle for the Commissioner of Police to reflect upon what has been achieved in the past financial year and to report on crime, resources and financial statistics. It will be officially published after it has been finalised and presented to the Court of Common Council in July 2024.

Current Position

2. It should be noted that the Annual Report measures against the current Policing Plan (2022-25), which is in its final year. A process to develop a new Policing Plan 2025-28, is in train.
3. As you will see, the Annual Report is in-keeping with the approach adopted in recent years and is a short, compact document. The report takes a high-level overview of what was achieved against the previous year's priorities and in doing so, it is hoped the report replicates how the force is dedicating resource towards the force priorities. This slimmed down and high-level approach is also in keeping with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) request that our communications illustrate 'you said – we did'.
4. Members may also recall that due to the cost of production, a decision was made in 2017 for the Annual Report to be viewed online only and accessible via the City of London Police's website. This has meant that this year's report has again been produced in-house at no additional cost.
5. Strategy and Planning are working through comments received on this draft already from the CoLP Chief Officer Team.
6. The Medium-Term Financial Plan is still being worked on and will also be included in the final version of the plan.
7. Following an initial discussion on the Annual Report and any specific feedback submitted to the Head of Strategy and Planning via the Police Authority Team outside of the meeting, the Police Authority Board will be asked to approve the final version of this Annual Report at its meeting on 5th June 2024 before its onward submission to the Court of Common Council in July.

Corporate & Strategic Implications

8. Strategic implications – The Annual Report details performance and highlights against the Policing Plan 2022-25 for the year 2023-24.
9. Financial implications – The Medium-Term Financial Plan will be included in the final version of the Annual Report.
10. Resource implications – The Annual Report shows the high level break down of resources of staff and officers within each section.

11. Legal implications – none.

12. Risk implications – none.

13. Equalities implications – none.

14. Climate implications – The decision to not print copies of the annual report has a positive environmental impact.

15. Security implications – None.

Conclusion

16. The Annual Report is a corporate document which provides a high-level record of the Force's achievements in the preceding financial year in an easily accessible and engaging format.

Appendices

- Appendix 1 –Draft Annual Report 2023-24

Emma Cunnington

Head of Strategy & Planning

E: emma.cunnington@cityoflondon.police.uk

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City of London Police

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Annual Report 2023-24



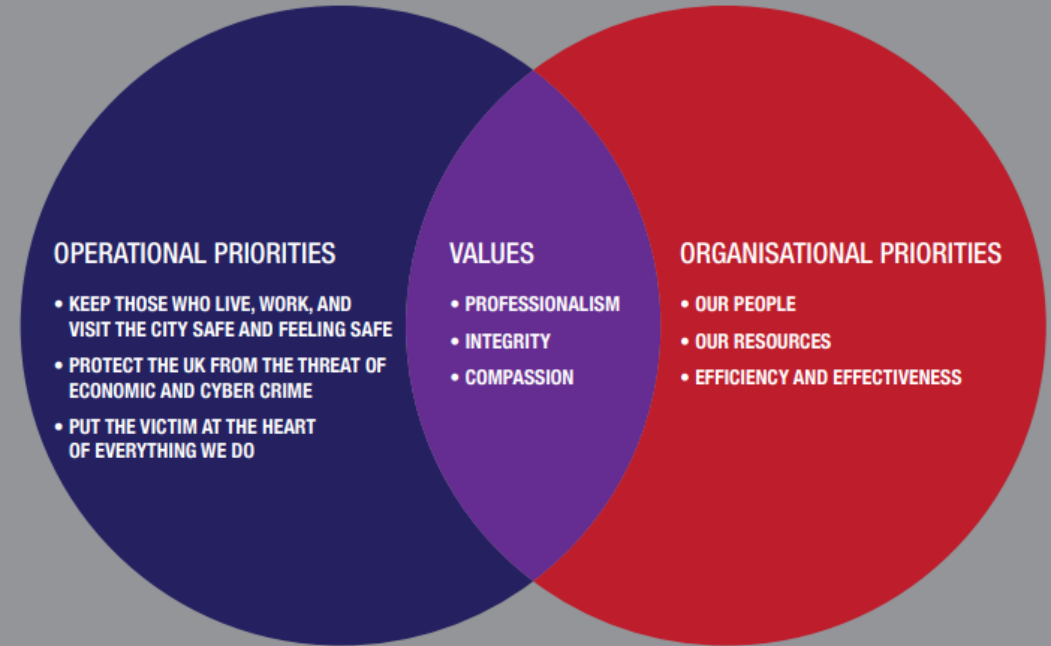
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Our Policing Plan

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



Commissioner's Foreword



I am delighted to present this annual report which sets out progress against our Policing Plan 2023/24.

It's been another busy year for the City. We have been involved in large events including the King's coronation in May, Lord Mayor's Show in November and New Years' Eve celebrations. We have also seen a number of increased planned and unplanned protests following issues across the world. We have continued to deploy operations such as Project Servator to protect the City from terrorism and Operation Reframe to protect women and girls from violence in the City.

This year, we have also developed our National Policing Strategy for Fraud, Economic and Cyber Crime 2023-28, which strengthens national police capabilities for detecting offenders and protecting victims. We have visited forces all across England and Wales to demonstrate how this strategy will benefit them.

We remain committed to restoring trust among our communities. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Ensuring professionalism and integrity by our officers and being able to attract and retain the very best police officers, staff and volunteers remains an important priority. 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.

In 2024, we are replacing the technology for Action Fraud and the National Fraud Intelligence Bureau, to give victims a more accessible and customer friendly service, and to ensure the right crimes are disseminated with expediency across policing.

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 with our partners to provide the best outcomes for our communities and victims of crime remains a key priority for this plan, including implementation of Right Care Right Person.

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.

Pete O'Doherty

T/Commissioner, City of London Police

Chair's Foreword



At a time when trust and confidence in policing is challenged, the City of London Police has continued to protect the Square Mile and the nation. It has done so by putting victims and communities at the heart of everything we do.

The ambition of the City of London Police, supported by the City of London Police Authority Board, is to be the most inclusive police service in the country. We have a clear strategy to deliver this goal by having a culture of inclusivity, equity, and fairness within the City Police itself and in its service delivery.

The results are clear – particularly the national recognition of the City's initiatives on preventing violence against women and girls. Revitalising our Safer City Partnership has played a big part in this, as has the focus on tackling violent and acquisitive crime. Protective security and counter terrorism remain paramount. We want to ensure that the City remains the safest business district in the world – no matter the crime type. All of this has been supported by increased funding and record number of police officers in recent years.

Economic security is critical to the competitiveness of the UK, London and the City, and I have been pleased with the achievements of the City Police, working with partners in law enforcement and the private sector, to reduce fraud, economic and cyber crime nationally.

Notably, we're building the new national reporting service to replace Action Fraud, due to launch this year, to provide a significantly better service to report, analyse and tackle fraud. And we have fully supported Government's prioritisation of stopping fraud through the roll-out of the National Fraud Squad, the National Economic Crime Victims Care Unit and the National Policing Strategy for Fraud, Economic and Cyber Crime 2023–2028.

Our City Police Estate's Programme has made big strides. Construction is well underway of the new Headquarters at Salisbury Square alongside the new Economic and Cyber Crime Courts at Fleet Street. Planning permission for new police accommodation at Middlesex Street has been secured, facilities for firearms training are well advanced, and plans for new stables for our Mounted Branch are gathering pace.

Having completed my term as Chair of the City of London Police Authority Board, I would like to extend my very sincere gratitude to all the City of London police officers, special constables, staff, volunteers and cadets as well as all members of the Police Authority Board and its Committees, and the Police Authority Team, for their dedication and hard work.

Together, we continue to deliver on our policing priorities: ensuring that the Square Mile remains the safest business district in the world; and protecting our nation's economic security.

James Thomson

Chair, City of London Police Authority Board

Policing Plan Operational Priorities

We set performance measures against our Policing Plan priorities which are monitored by the Police Authority. This year the performance measures related to:

Keep those who live, work and visit the City safe and feeling safe

 <p>Reducing neighbourhood crime and harm</p>	 <p>Protecting the City from terrorism</p>	 <p>Tackling anti-social behaviour and reducing violent crime</p>	 <p>Tackling serious and organised crime</p>
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Protect the UK from the threat of economic and cyber crime

<p>Page 102</p>  <p>Working with businesses and communities to protect themselves from economic and cyber crime</p>	 <p>Improving the police response to economic and cyber crime</p>	 <p>Targeting fraud offenders and bringing them to justice</p>	 <p>Disrupting criminal money flows and seizing proceeds of crime</p>
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Put the victim at the heart of everything we do

 <p>Delivering an improved criminal justice service</p>	 <p>Helping victims who report to Action Fraud recover their money</p>	 <p>Safeguarding and supporting vulnerable people</p>	 <p>Improving national fraud & cyber crime reporting services</p>
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Keep those who live, work and visit the City safe and feeling safe

<p>In our 2023 Community Survey, 86% of respondents agreed that the City is a safe place and 78% have confidence in the City of London Police.</p>	<p>Deployed Project Servator teams 1930 times to protect the City from the threat of terrorism.</p>	<p>Deployed Operation Reframe on 11 occasions, leading to 397 licensed premises checks focusing on protecting women and girls in the City at night.</p>	<p>We have seen a 106% increase in disruptions of Organised Crime Group activity across 2023.</p>
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Protect the UK from the threat of economic and cyber crime

<p>Within the last financial year, we held 89 academy courses for 1064 delegates.</p>	<p>Visited all 43 police forces nationally to support and share good practice with fraud and economic crime teams.</p>	<p>Co-ordinated the delivery of operational National Fraud Squad resources nationally and in every region in the UK.</p>	<p>Delivered the National Policing Strategy for Fraud, Economic and Cyber Crime 2023-2028</p>
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Put the victim at the heart of everything we do

<p>The new Victims Strategy written this year will include 12 performance measures to ensure we put the victim at the heart of everything we do.</p>	<p>Service take-up is higher for City victims of higher-harm crime: 19% for Enhanced Priority Referrals, 43% for victims of domestic abuse, and 34% for repeat victims</p>	<p>Huge amounts of work has been undertaken to get ready for the replacement of Action Fraud/NFIB system with the next generation Fraud and Cyber Crime Reporting Analysis Service ready for 2024.</p>	<p>National Economic Crime Victim Care Unit has engaged with and supported 66,509 victims of fraud and cyber crime in the past 12 months.</p>
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Keep those who live, work and visit the City safe and feeling safe

We have undertaken a range of activities to keep the City safe and our communities feeling safe. Some highlights are set out below.

NEIGHBOURHOOD POLICING AND ENGAGEMENT STRATEGY

We launched our new Neighbourhood Policing and Engagement Strategy to provide strategic direction to Neighbourhood Policing officers that will help keep those who live, work and visit the City safe and feeling safe. The strategy sets out CoLP's aims to work closely with our partners and communities to:

- Prevent crime, disorder and anti-social behaviour
- Protect the vulnerable and reduce repeat victimization
- Provide a flow of community intelligence on a range of issues, and
- Promote a culture of trust and confidence.

The launch of the strategy coincided with the 2024 Neighbourhood Policing Week of Action, which highlighted the vital work that neighbourhood officers, police community and support officers (PCSOs) and volunteers do to protect the public.

The strategy will see Neighbourhood Policing officers engage in regular initiatives, establish meaningful connections with residents and forge partnerships with local organisations, businesses and community leaders. It is anticipated that this collaborative and proactive approach will cultivate trust, enhance communications and empower our communities.

REDUCING ANTI-SOCIAL BEHAVIOUR

The Anti-Social Behaviour (ASB) investigative process has been streamlined to improve victim contact and care; allow more accurate data integrity and to record and reduce the number of closure failures that result from ASB reports being incorrectly updated.

The ASB Action Plan commits to tackling ASB across five key themes:

- Stronger punishment
- Making communities safer
- Building local pride, prevention and early intervention
- Improving data, reporting and accountability for action.

OPERATION TINSEL

Our Christmas campaign "Operation Tinsel" ran through our busiest periods of footfall and used statistical analysis of current crime trends to focus resources. The tactic deployed was hotspot-based, and areas were identified through data analysis. Resources remained at these locations and were briefed to deliver engagement messages based on Servator tactics with the aim of increasing the feeling of safety and policing presence to members of the public. This operation focused heavily on partnership work and a welfare hub with medics were deployed throughout the campaign. This reduced the hours officers were held at A&E but also reduced the need for London Ambulance Service to send crews.

Keep those who live, work and visit the City safe and feeling safe

VIOLENCE AGAINST WOMEN AND GIRLS

In line with the Violence Against Women and Girls Action Plan (VAWG), the monthly partnership Operation Reframe aims to build trust and confidence, relentless perpetrator pursuit, and creating safer spaces, by 'reframing the night'. To assist in evaluating the impact of Operation Reframe, a trust and confidence survey was completed with members of the public:

- 79% said they agree that seeing a police officer in uniform made them feel safer
- 86% said that they agreed that they would be confident to approach and speak to a uniformed officer
- 86% said they agreed that they would be confident in approaching a guardian volunteer.

SERIOUS VIOLENCE DUTY STRATEGY

Our new Serious Violence Duty strategy is defined by three priority areas: 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.

CYCLE TEAM

This year, we saw the reintroduction of the Cycle Team to help combat phone snatching, as well as other offences like drug and road crimes. Having officers out on bikes aims to act as a deterrent in hot spot areas and increase our response and interception capability. With the City becoming more pedestrianised and decreasing access for vehicles, taking into account the obvious health and environmental factors, cycling as a policing tactic is definitely one of the best options. We are continuing to work with colleagues in the Metropolitan Police Service's Public Order Team progressing public order tactics some of which are being used for recent demonstrations.



SERIOUS ORGANISED CRIME & INVESTIGATIVE SERVICES

We continue to grow and develop our serious and organised crime capability and have taken a whole system approach across prevention, protection, pursue and prepare. The improvement in performance of SOC disruptions is significant with figures for 2023/24 outstripping previous years by some significant degree. We continue to focus on improving our understanding of threat and harm with a particular focus on drug markets, modern slavery and human trafficking.

Protect the UK from the threat of economic and cyber crime

We have undertaken a range of activities to protect the UK from economic and cyber crime. Some highlights are set out below.

DEVELOPING ECONOMIC AND CYBER CRIME CAPABILITIES

Our Economic and Cyber Crime Academy (ECCA) continues to deliver a range of training courses to police, other law enforcement agencies and international partners, in partnership with the Foreign Commonwealth, Development Office and the National Crime Agency. Over the last financial year, we delivered 89 training courses for 1064 delegates. In addition, we delivered 2 CPD events.

We have made excellent progress in realigning our professional training pathway for fraud and economic crime investigators, and have embedded over half of our enhanced training course materials within our core courses. Our professional pathway of courses has been devised in consultation with the College of Policing, police forces, regional organised crime units, the Crown Prosecution Service, and other key stakeholders.

NATIONAL LEAD FORCE OPERATIONS

Our Fraud Operations Team are responsible for targeting the complex serious and organised crime groups behind fraud offending, working nationally and internationally. In 23-24 they successfully convicted a multitude of offenders including Operation Vanbrugh, a complex ponzi investment fraud with over 300 victims where the offender was sentenced to 14 years custody; Operation

Curry, an investigation into the sales of a fictitious cryptocurrency where the offenders both received over 6 years custody; Operation Sanguine, an investigation into utilising fake invoices to commit over £1m worth of fraud where the offender was jailed for six years, and Operation Downburst, and investment fraud with over £12m of losses where the main offender was sentenced to just under 6 years in custody.

PROTECTING BUSINESS FROM CYBER CRIME

The City established the National Cyber Resilience Centre group as a vehicle for strategic collaboration between the police, government, industry and academia to strengthen cyber resilience across small and medium sized businesses, the network now comprises of 9 established regional centres across England and Wales. SME membership continues to grow at pace with 11,800 free core members, 75% of which enquire about a technical service during their first year in comparison with Industry average of 22%.

The National Ambassador programme (harnessing the support and expertise of some of our nation's most successful private sector organisations) continues to grow with various stakeholders now supporting this. The globally unique workplace ready talent pipeline, CyberPATH continues to produce the next generation of cyber security experts to reduce the global skills gap - many graduates immediately secured roles within the Cyber Security industry, one of whom won Cyber Student of the year at the National Cyber Awards 2023. Together the centres have delivered guidance and support to thousands of small and medium-sized enterprises across all sectors, helping them to better protect their day-to-day operations from cyber criminals.

Protect the UK from the threat of economic and cyber crime

POLICE CYBERALARM

The Police CyberAlarm member base continues to grow with over 8,600 members. In addition to the monthly threat and vulnerability reports, members and the police network receive regular newsletters and updates. An additional National Coordinator and Intelligence Analyst have been recruited to join the Police CyberAlarm team and will be in post later in 2024. This will increase resources available to continue to increase the PCA member base in addition to identifying patterns and trends within the vast amount of data being shared with law enforcement.

During the past 12 months we have identified:

- ✓ over 3 billion suspicious incidents.
- ✓ over 60,000 vulnerability scans of member websites and public facing IP addresses.
- ✓ 4,133 high-risk, 19,925 medium-risk and 3,115 low-risk vulnerabilities on external networks.

TACKLING FRAUD THROUGH INNOVATIVE PUBLIC PRIVATE PARTNERSHIPS –

We are now into the 12th year of the Insurance Fraud Enforcement Department (IFED), our successful partnership with the Association of British Insurers. The unit was created through integration with the insurance industry to tackle the scourge of Insurance Fraud and Economic Crime. Since inception the unit has investigated over £360 million of fraud, arrested and interviewed over 3210 suspects, securing 648 court convictions and over 324 years of prison time for fraudsters.

The DCPCU have partnered with Lloyds Banking Group as part of a pilot scheme using 'frozen

funds' to fund a new specialist team. The team investigates emerging cyber threats and in their first year, they arrested 26 nominals, seized £0.88m and saved the industry an estimated £35.3m

OPERATION HENHOUSE

February 2024 saw the third iteration of Operation Henhouse, a system wide fraud pursue intensification. Funded by the National Economic Crime Centre and coordinated through the City of London Police this year's was the most successful yet drawing in activity across every police force and region in England and Wales as well as Police Scotland, with 364 arrests and 191 voluntary interviews completed, with 243 Cease & Desist notices issued. As part of our commitment to the fraud reform programme, we have established and lead a network of proactive economic crime teams in every region in England & Wales. As of March 2023, the teams were investigating over 400 fraud intelligence packages against some of the most serious fraud offenders.



CRYPTOCURRENCIES

The NPCC Cryptocurrency Programme Team has continued to build and develop capacity across UK policing, to ensure that the network is enabled to meet the continued criminal adoption of cryptocurrency across all SOC types. This includes the delivery of a £1.5 million contract with Chainalysis to provide Forces and ROCUs with cryptocurrency investigative tools that enable the blockchain to be interrogated.

Put the victim at the heart of everything we do

We have undertaken a range of activities to support victims. Some highlights are set out below.

A NEW VICTIMS STRATEGY

This year, working with the City of London Corporation, CoLP has developed a new Victim Strategy. The key objectives of this strategy are:

- To make sure the City is ready to deliver both the specific aims of the Victims Bill and embody its wider goal to put victims firmly at the heart of the criminal justice system
- To detail how we will deliver our local commitment to put victims at the heart of all we do, both in the City Police and with action from the Police Authority and wider Corporation
- To increase trust and confidence in the police by improving services and outcomes for victims.

IMPROVING NATIONAL FRAUD AND CYBER CRIME REPORTING SERVICES

The Fraud and Cyber Crime Reporting and Analysis project replaces Action Fraud in 2024 and has completed some major milestones this year. This enhanced website and reporting service will make it easier for the public and business to report crimes and know what has happened to their report. The replacement service will enable us to stop and block more criminals from victimising people and businesses. A new analytics system will also increase successful identification and pursuit of fraudsters.

PROTECTING VICTIMS OF DOMESTIC ABUSE

We are achieving positive results for victims of domestic abuse. Domestic abuse offences have reduced slightly in 2023 compared with 2022. This is driven by a reduction in violent offences but offset with an increase in stalking offences.

Working with the City of London Corporation we are aiming to be a 'Beacon' member of the Employers Initiative on Domestic Abuse, ensuring that we are a prominent advocate for the programme, leading culture change among UK employers by influencing and inspiring other employers to make a difference to people's lives by raising awareness of domestic abuse and supporting their employees who are impacted by it.

SUPPORTING VICTIMS OF FRAUD AND CYBER CRIME AND PREVENTING REPEAT VICTIMISATION

Our National Economic Crime Victim Care Unit provides victims who report to Action Fraud with bespoke specialist advice to signpost to support services and help them to protect themselves from falling victim again in the future. Between May to October 2023, the NECVCU supported £60,056 Level 1 (non-vulnerable) victims and 6,453 Level 2 (vulnerable) victims. Prior to NECVCU expansion, many of these individuals would have likely received a 28-day letter, informing them that their crime was not being progressed with little additional contact from Police, unless a significant vulnerability had been identified via other means.



Policing Plan Organisational Priorities



Improving workforce representation to better reflect our communities



Ensuring our people have the skills and equipment they need

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Ensuring well-being & engagement of our people



Reducing our environmental impact



Our People, Our Resources Efficiency and Effectiveness

Our organisational priorities focus on building the organisational capabilities that enable us to deliver an efficient and effective service to our communities. Some highlights of this work are set out below.

CORPORATE SERVICES REVIEW

Over the last year, we have completed a Corporate Services Review which aimed to create a unified Corporate Services directorate that enables the delivery of Policing Plan priorities. The restructure will result in improvements to key capabilities including strategic planning, change management, data analysis and digital exploitation.



100th BIRTHDAY CELEBRATIONS

Ch Supt Rob Atkin MBE and PC Rob Bray recently paid a surprise visit to retired City of London Police Officer Cyril 'John' Breeze on his 100th birthday.

The pair joined celebrations with John's family, friends and neighbours at his home in Norfolk and shared a video message from T/Commissioner Pete O'Doherty wishing him a happy birthday, which John was overwhelmed by!

REDUCING OUR ENVIRONMENTAL IMPACT

Our vehicle fleet is now fully ULEZ compliant (excluding horsebox) with over 70 vehicles replaced over 3 years. We have raised awareness of how officers and staff can contribute to environmental targets including reducing energy use, printing and use of disposable cups. Recycling facilities have been introduced across the estate. This has seen a reduction in costs and waste. New LED lighting on sensors installed throughout Bishopsgate which switch off when the area is unoccupied has seen a great reduction in power consumption. All products sold through our catering contract use recyclable plastics only and we are moving towards being single use plastics free. All chemicals used by our cleaning contractor are biodegradable only, ensuring minimal impact on the environment.

RETAINING AND SUPPORTING NEW OFFICERS

We have continued our 'buddy scheme' this year which involves a new member of staff being given a more experienced officer as a point of contact to help them settle in throughout their probationary period. We also introduced a 'friendly ear' programme. This is a confidential contact system, where new recruits can discuss things that are causing them anxiety, stress or frustration. Recruits are then signposted to relevant support. By understanding the factors that influence retention, we have introduced programmes that are encouraging new staff to stay.



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Our People, Our Resources Efficiency and Effectiveness

WORKFORCE DIVERSITY

We have been improving the diversity of our workforce through targeted recruitment of women for officers and staff. As of 31 December 2023, 24.3% of the officer workforce were female, a 0.7% increase from 2022. Staff female representation was 60.1%, an increase of 0.7% from 2022.

Our aim is to further increase the diversity of our workforce and our recruitment and attraction strategies are designed to support this. In 2023, 15.2% of officers, staff and specials were recorded as ethnic minorities, a 1.2% increase (+8.6% change) since 2022.

OUR PEOPLE INCLUSIVITY PROGRAMME

We continue to build a positive internal culture and standards by promoting inclusivity, equity and belonging for all employees through the launch of the 'Our People Inclusivity Programme'. This year more than 650 of our people attended an in-person event within six months. Following the success of the event, we introduced a range of inclusivity sessions which allow colleagues to choose from a menu of programmes depending on learning style and knowledge gap. These programmes include sessions which raise awareness of current and historic issues faced by underrepresented groups and relationships with policing, training on how to be an active bystander and effectively challenge microaggressions and other behaviours that are not in line with our values, and a range of other topics which will be rolled out over the course of the year.

POLICE CADET PROGRAMME

Our police cadets volunteered their time over Easter to paint two walls in the custody exercise yard. Around 30% of detainees who come into custody have a mental health condition and many are vulnerable, so the custody cadre has been working with the cadets to make the exercise yard brighter.



POSITIVE ACTION LEADERSHIP SCHEME

In 2021 we implemented a professional development programme specially designed to give our officers and staff who come from an ethnic minority group tools to progress in their careers, whether for promotion or lateral development. The scheme comprises six modules delivered over a nine-month period, with guest speakers joining each session. The modules focus on presentation skills, networking, building confidence, career planning, mentoring, self-awareness, strategic awareness and project management. In 2023 there was an increase in participation in the scheme and this will be delivered again in 2024.

Crime Statistics

Local data

We monitor criminality within the City, so we can react to emerging trends and patterns to keep residents, workers and visitors safe. The impact of COVID-19 lockdown saw crime reduce in 2020/21. Since then footfall in the City has been gradually returning and is currently around 75% of pre-pandemic levels. This resulted in a 5% rise in criminality in 2023/24 compared with the previous year but is still below pre-pandemic levels of 2019/20 by 7%.

Row Labels	2019/20	2020/21	2021/22	2022/23	2023/24
THEFT OFFENCES	5465	1926	3229	4571	4915
VIOLENCE AGAINST THE PERSON	1190	491	1115	1166	1211
PUBLIC DISORDER	470	260	528	518	545
DRUG OFFENCES	733	614	670	618	536
CRIMINAL DAMAGE & ARSON	273	179	279	272	310
MISCELLANEOUS CRIMES AGAINST SOCIETY	261	227	206	207	181
SEXUAL OFFENCES	94	41	119	132	165
ROBBERY	158	77	111	125	138
POSSESSION OF WEAPONS OFFENCES	78	48	54	57	84
Total	8722	3863	6311	7666	8085

1 year % change	1 year change	5 year % change	5 year change
8%	344	-10%	-550
4%	45	2%	21
5%	27	16%	75
-13%	-82	-27%	-197
14%	38	14%	37
-13%	-26	-31%	-80
25%	33	76%	71
10%	13	-13%	-20
47%	27	8%	6
5%	419	-7%	-637

Theft remains the most prevalent crime type and has seen an 8% increase in the last year, however remains lower than pre-pandemic levels in 2019 by 10%. The largest increase of offences within theft has been within the "other theft" category this usually includes thefts from gyms or licensed premises. There has been a reduction in the slightly higher harm offence of theft from the person which is positive. Violence offences remain the second most prevalent crime type and saw a 4% increase on last year. These violence offences, however, are less harmful with a greater proportion of violence offences resulting in no injury than those with injury. Drug Offences have continued to reduce with a 13% decrease in the last year and 27% decrease compared with 2019/20.

CoLP is monitoring the increases in high harm offences such as sexual offences and robbery to ensure it takes a proactive approach to prevention and investigation however the increase in these crime types is a national trend.

National data

The City has a very different profile of crime compared to the national position, which is not unexpected given its unique demographic and low residential population. It has significantly higher levels of theft offences, at 61% in 2023/24, compared to the national picture at 26%. The national picture has been changing over the last five years, with a 6% reduction in theft offences, whereas the City's proportion of theft offences has remained broadly stable around 60%.

The national picture is also showing a changing picture around violence offences, increasing in proportion by 3% since 2019/20. Again, the City has a very different trend, with broadly similar levels at a much lower proportion of crime (15% City of London Police v 31% National).

Positive Outcome Rate

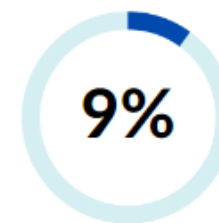
Positive outcomes arise following identification and apprehension of criminals operating in the City. They cover outcomes such as charges, cautions and community resolutions against all crime reports.

Row Labels	2019/20	2020/21	2021/22	2022/23	2023/24	1 year change	5 year change
CRIMINAL DAMAGE & ARSON	19%	28%	13%	17%	15%	-2%	-4%
DRUG OFFENCES	85%	89%	80%	76%	95%	19%	10%
MISCELLANEOUS CRIMES AGAINST SOCIETY	46%	27%	36%	23%	28%	5%	-18%
POSSESSION OF WEAPONS OFFENCES	51%	52%	63%	39%	51%	13%	0%
PUBLIC DISORDER	23%	30%	23%	18%	21%	3%	-2%
ROBBERY	15%	10%	3%	8%	9%	1%	-5%
SEXUAL OFFENCES	18%	24%	4%	11%	16%	6%	-2%
THEFT OFFENCES	11%	17%	11%	8%	11%	2%	0%
VIOLENCE AGAINST THE PERSON	19%	31%	14%	18%	21%	3%	1%
Total	21%	33%	21%	17%	20%	3%	-1%

CoLP positive outcome rate



National positive outcome rate



The positive outcome rate is showing stability for City of London Police, and has increased to previous levels seen in 2019/20 this is in contrast to national levels that have reduced over the same time period. In particular CoLP has seen improvements in achieving positive outcomes for high harm offences such as sexual and violent crimes.

The City's positive outcome rate continues to be significantly higher than the national average in all crime areas as highlighted below.

	CoLP Outcome Rate 2023/24	National Outcome Rate 2023/2024	Difference between national and CoLP outcome rates 2023/24
CRIMINAL DAMAGE & ARSON	15%	7%	8%
DRUG OFFENCES	95%	57%	38%
MISCELLANEOUS CRIMES AGAINST SOCIETY	28%	12%	16%
POSSESSION OF WEAPONS OFFENCES	51%	35%	16%
PUBLIC DISORDER	21%	9%	12%
ROBBERY	9%	7%	2%
SEXUAL OFFENCES	16%	4%	12%
THEFT OFFENCES	11%	6%	5%
VIOLENCE AGAINST THE PERSON	21%	8%	13%

Crime Statistics continued

We collate crimes into themes to help us to understand the key drivers of demand, develop crime prevention strategies and identify and support vulnerability. The table below provides a thematic overview of reported crimes. The only significant change in theme for 2023/24 is the notable decrease in neighbourhood crimes. This is linked to the reduction in theft from person offences, due to the City's proactivity in this area.

There are some high % changes in the 5year for specific themes, these are due to the very low levels of these crimes where small changes in demand can have significant impact on % changes e.g. with Child Sexual Exploitation.

Crime Themes	2019/20	2020/21	2021/22	2022/23	2023/24
Neighbourhood	1146	452	1017	1626	1352
Neighbourhood % of all Crime	13%	12%	16%	21%	17%
Domestic Abuse	125	80	184	195	174
Domestic Abuse % of all Crime	1%	2%	3%	3%	2%
Violence against Women and Girls	400	202	493	496	535
Violence against Women and Girls % of all crime	5%	5%	8%	6%	7%
NTE	5492	2301	4215	5173	5294
NTE % of all crime	63%	60%	67%	67%	65%
Licensed Premises	1917	241	1216	1689	1700
Licensed Premises % of all crime	22%	6%	19%	22%	21%
CSE	0	0	0	3	12
CSE % of all crime	0%	0%	0%	0%	0%
CSA	3	7	4	6	21
CSA % of all crime	0%	0%	0%	0%	0%
Hate Crime	188	84	181	195	259
Hate Crime % of all Crime	2%	2%	3%	3%	3%
Knife Crime	52	29	18	35	62
Knife crime % of all Crime	1%	1%	0%	0%	1%
MSHT	15	8	9	4	4
MSHT % of all crime	0%	0%	0%	0%	0%

*CSE - Child Sexual Exploitation

*CSA - Child Sexual Abuse

1yr Change	1yr % change	5yr Change	5yr % change
-274	-17%	206	18%
-21	-11%	49	39%
39	8%	135	34%
121	2%	-198	-4%
11	1%	-217	-11%
9	300%	12	1200%
15	250%	18	600%
64	33%	71	38%
27	77%	10	19%
0	0%	-11	-73%



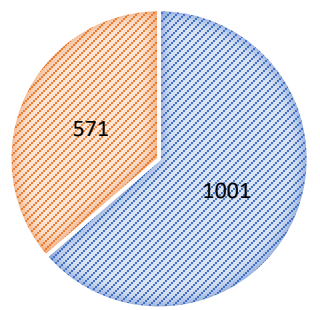
Page 110

Our Resources

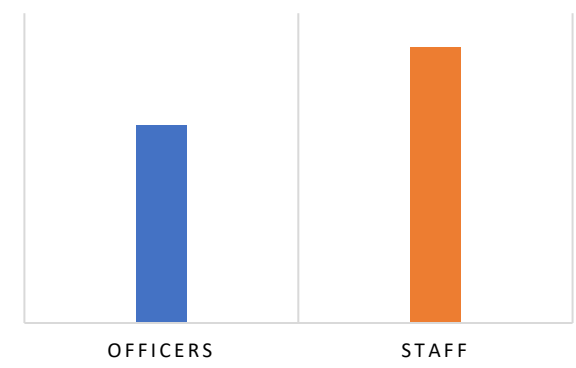
*as at 31.03.24

TOTAL

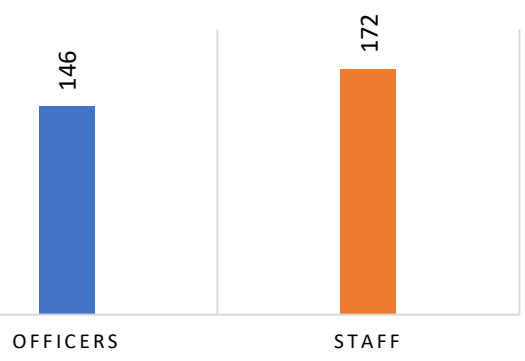
■ Officers ■ Staff



CORPORATE SERVICES



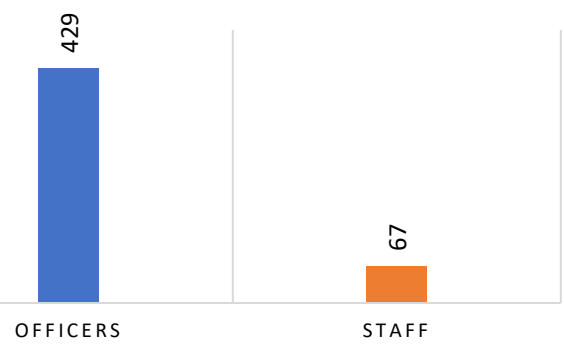
NATIONAL LEAD FORCE



SPECIALIST OPERATIONS



LOCAL POLICING



ROCU



Our Finances

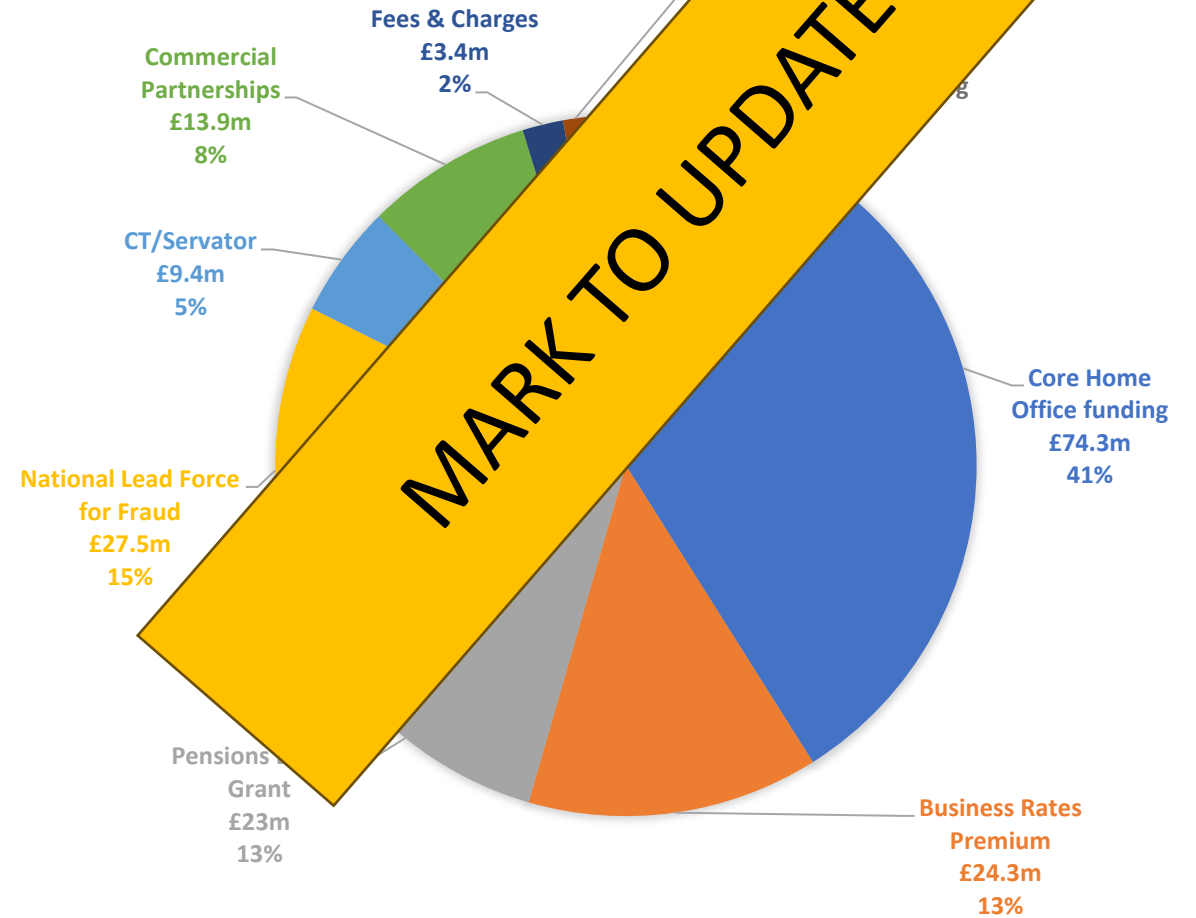
Income & Expenditure	2022/23				2021/22	
	Latest Approved Budget		Outturn (unaudited)		Outturn	
Revenue	£'000	%	£'000	£'000	%	
EXPENDITURE						
Employee-Related Expenses	123.5	71	120.3		68	
Other Expenditure						
Premises Costs	6.8	4	7.5		4	
Transport Costs	2.4	1	2.7		2	
Supplies & Services / Other	42.1	24	43.2		26	
Total Expenditure	174.8		173.7	166.7	100	
Total Income	-11		-11	-168.9		
(Under) / Over Spend			-7.1	-2.2		

MARK TO UPDATE

22/23 underspend in ... to lower pensions deficit contribution
 22/23 outturn incl ... than budget for National Lead Force grants
 22/23 outturn ... Supplementary Revenue Projects net of a £4.5m national non-domestic r

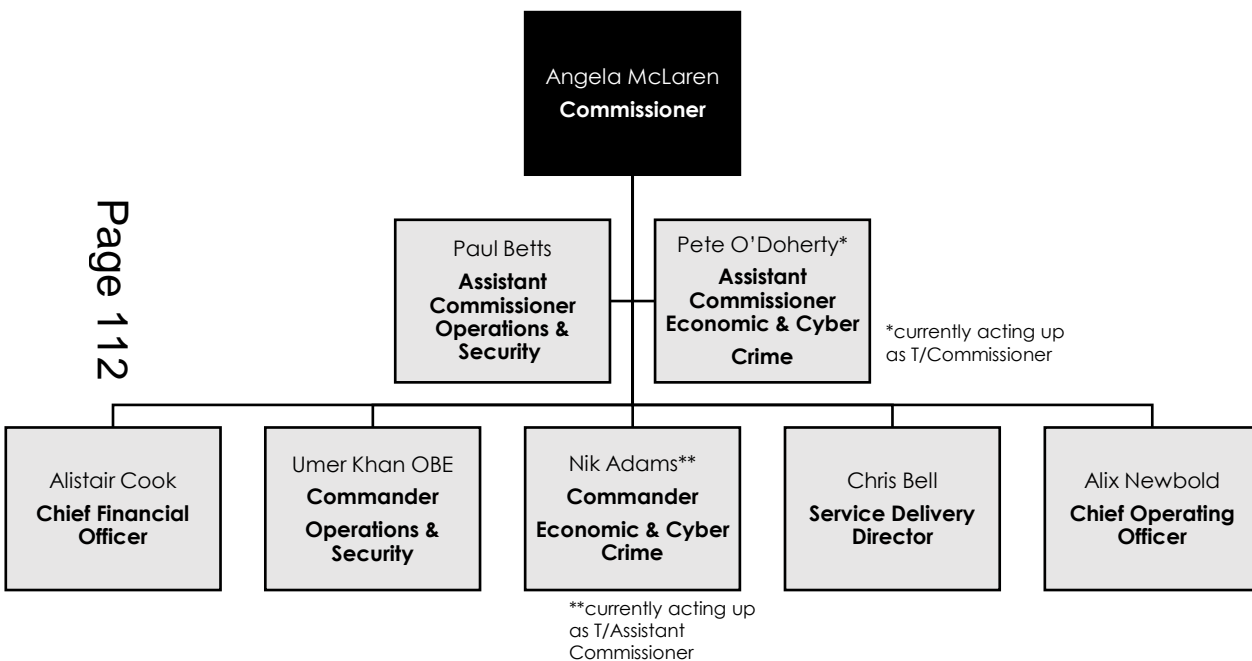
Breakdown	Amount
Core Home Office	£74.3
Business Rates Premium	£24.3
Pensions Deficit Grant	£23
National Lead Force for Fraud	£27.5
CT/Servator	£9.4
Commercial Partnerships	£13.9
Fees & Charges	£3.4
Use of Reserves / Other	£2.1
Capital Financing	£-3.1 *NB Capital Financing including (Action Fraud loan repayment) is treated as negative funding in City Fund budgeting terms
Total Funding	£174.8

BREAKDOWN OF 2022-23 FUNDING



MARK TO UPDATE

Our Chief Officer Team



Our Police Authority 2023-24

The Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. Under Section 56 of the Act, the Common Council delegated to the Police Board all of its police authority functions (with the exception of the appointment of the Commissioner). The Board's role is to make sure the City of London Police run an effective and efficient service by holding the Commissioner to account; to ensure value for money in the way the police is run, and to set policing priorities considering the views of the community.

Police Authority Board

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

Resource Risk & Estates Committee

Alderman Timothy Hailes (Chair)
 Tijs Broeke (Deputy Chair)
 Deputy Randall Anderson
 Alderman Professor Emma Edhem
 Helen Fentiman
 Deputy James Thomson
 Dawn Wright
 Andrew Lentin (External Member)
 Michael Landau (External Member)

Economic & Cyber Crime Committee

Deputy James Thomson (Chair)
 Tijs Broeke (Deputy Chair)
 Nick Bensted-Smith
 Alderman Professor Emma Edhem
 Jason Groves
 Deputy Madush Gupta
 Alderman Timothy Hailes
 Deputy Christopher Hayward
 Deputy Graham Packham
 Naresh Hari Sonpar
 James Tumbridge
 Dawn Wright
 Sir Craig Mackey (External Member)
 Andrew Lentin (External Member)
 Michael Landau (External Member)

Strategic Planning & Performance Committee

Tijs Broeke (Chair)
 Andrew Lentin (Deputy Chairman)
 Munsur Ali
 Helen Fentimen
 John Griffiths
 Jason Groves
 Alderman Timothy Hailes
 Deborah Oliver
 Deputy James Thomson
 Melissa Collett (External Member)
 Adrian Hanstock (External Member)

Professional Standards & Integrity Committee

Michael Mitchell (Chair)
 Alderman Professor Emma Edhem (Deputy Chairman)
 Joanna Abeyie
 Nicholas Bensted-Smith
 Tijs Broeke
 Helen Fentiman
 Jason Groves
 Florence Keelson-Anfu
 Deborah Oliver
 Naresh Hari Sonpar
 Deputy James Thomson

Police Pensions Board

Alderman
 Alexander Barr (Chair)
 John Todd (Deputy Chair)
 Deputy Henry Colthurst
 Helen Isaac
 Vacancy
 Ray Eaglesmith

Committees:	Dates:
Police Authority Board <i>for information</i> Digital Services Committee <i>for decision</i> City Bridge Foundation Board <i>for decision</i> Finance Committee <i>for decision</i> Projects and Procurement Sub Committee <i>for information</i> Court of Common Council <i>for decision</i>	08 May 2024 18 March 2024 20 March 2024 9 April 2024 15 April 2024 25 April 2024
Subject: Future Network Programme Unique Project Identifier: 12423	Gateway 1-4 Project Proposal & Options Appraisal Complex
Report of: Chamberlain Report Author: Sam Collins	For Decision
PUBLIC	

Recommendations

<p>1. Approval track, next steps and requested decisions</p>	<p>Project Description: To provide a modern and resilient network for the City of London Corporation (COL) and City of London Police (COLP).</p> <p>Next Gateway: Gateway 5</p> <p>Next Steps: Following approval, the Future Network Programme will progress with the procurement of a new Network Support Provider to deliver the implementation and support of the future network.</p> <p>Funding Source: City Fund / City Estate / City Bridge Foundation / City of London Police</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That budget of £535K is approved to reach Gateway 5. 2. Note the total estimated cost of the project at £9.24m, with an estimated Costed Risk Provision of £2.93m. 3. That Option 3 – to replace the existing network with a Secure Access Service Edge (SASE) solution in line with the approved Future Network Strategy is approved. 4. Endorse and approve that future approvals for City Bridge Foundation Funding in respect of the project are
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	<p>delegated to the Managing Director of CBF, in consultation with the Chair and Deputy Chair, who will take account of the decisions taken by the lead decision-making committee and representations from the Member Steering Group</p>																				
<p>2. Resource requirements to reach next Gateway</p>	<p><i>For recommended option 3:</i></p> <table border="1" data-bbox="528 501 1390 1402"> <thead> <tr> <th data-bbox="528 501 762 645">Item</th> <th data-bbox="762 501 1007 645">Reason</th> <th data-bbox="1007 501 1198 645">Funds/ Source of Funding</th> <th data-bbox="1198 501 1390 645">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 645 762 898">Programme Resource</td> <td data-bbox="762 645 1007 898">To support the specification and preparation in advance of the procurement</td> <td data-bbox="1007 645 1198 898">City Fund / City Estate/CBF</td> <td data-bbox="1198 645 1390 898">£410k</td> </tr> <tr> <td data-bbox="528 898 762 1151">External Procurement Support</td> <td data-bbox="762 898 1007 1151">To manage the procurement of the new Network Support Provider</td> <td data-bbox="1007 898 1198 1151">City Fund / City Estate/CBF</td> <td data-bbox="1198 898 1390 1151">£90k</td> </tr> <tr> <td data-bbox="528 1151 762 1330">Network Coverage Surveys</td> <td data-bbox="762 1151 1007 1330">To support the specification preparation</td> <td data-bbox="1007 1151 1198 1330">City Fund / City Estate/CBF</td> <td data-bbox="1198 1151 1390 1330">£35k</td> </tr> <tr> <td data-bbox="528 1330 762 1402">Total</td> <td data-bbox="762 1330 1007 1402"></td> <td data-bbox="1007 1330 1198 1402"></td> <td data-bbox="1198 1330 1390 1402">£535k</td> </tr> </tbody> </table> <p>Costed Risk Provision requested for this Gateway: N/A (an estimated Costed Risk Provision has been included in the Risk Register but will not be requested until Gateway 5 – Appendix 2).</p> <p>The overall programme costs will be established following the procurement of the new Network Support Provider.</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Programme Resource	To support the specification and preparation in advance of the procurement	City Fund / City Estate/CBF	£410k	External Procurement Support	To manage the procurement of the new Network Support Provider	City Fund / City Estate/CBF	£90k	Network Coverage Surveys	To support the specification preparation	City Fund / City Estate/CBF	£35k	Total			£535k
Item	Reason	Funds/ Source of Funding	Cost (£)																		
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External Procurement Support	To manage the procurement of the new Network Support Provider	City Fund / City Estate/CBF	£90k																		
Network Coverage Surveys	To support the specification preparation	City Fund / City Estate/CBF	£35k																		
Total			£535k																		
<p>3. Governance arrangements</p>	<ul style="list-style-type: none"> • Service Committee: Digital Services Committee • SRO: Chris Rawding, DITS Assistant Director Cloud & Infrastructure • Project Manager, Wayne Fitzgerald • Governance: Future Network Programme Board 																				

	This paper is for Gateways 1-4. This is due to the programme delivery being timebound, as the contract for the incumbent managed service provider expires in January 2025, with no further extension allowed.
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Project Summary

4. Context	<p>5. The current City of London Corporation and City of London Police network was implemented in 2017 based on a traditional Local Area Network (LAN) and Wide Area Network (WAN) approach using Multiprotocol Labelling Switch (MPLS) technology. Whilst this technology is still supported, the Network hardware is ageing, and the requirements of the organisation have evolved to a point where there is no longer a cohesive approach to networking across the organisation.</p> <p>6. The current network approach has limited flexibility and is dependent on multiple external suppliers, which has led to even more complexity and a disjointed and inefficient service. The current infrastructure of copper or fibre cabling is also ageing and has limitations in supporting the current workforce and ways of working.</p> <p>7. The Future Police Estates Programme (FPEP) and Markets Consolidation Programme (MCP) require a resilient and robust network provision, to support the delivery of modern, future-proofed facilities.</p> <p>8. The Future Network Strategy was approved at Digital Services Committee on 17 January 2024. It proposes to adopt the following key design principles:</p> <ul style="list-style-type: none">• The use of standardised technology to enable a modern and holistic approach to networking and security.• Combined network and security in a cloud-based architecture, simplifying the network and reducing complexity and operational costs.• Fast and secure access for remote and on-premise users.• Ability to respond to an organisation's growth and the evolving nature of work by being adaptable and scalable.• Support any user, from anywhere, using any device, via any connection, to any application.
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5. Brief description of project

6. The Future Network Programme will deliver a modern and resilient network to the City of London Corporation and City of London Police, in line with the approved Future Network Strategy.
7. The programme will include the replacement and upgrade of the network hardware across all 120 existing COL, and 12 COLP buildings, and 110 CCTV sites delivered through the Secure City Programme. This will include the upgrade of existing Wireless Access Points to the latest technology (Wi-Fi 7) supported by extensive surveys to support the installation of new Wireless Access Points to provide improved Wi-Fi coverage in line with the Wi-Fi-first approach.
8. The Future Network approach will adopt Secure Access Service Edge (SASE), combining network and security services into a unified cloud-based architecture. This is intended to reduce complexity and operational costs, as well as being highly scalable and adaptable. It replaces the traditional hub and spoke model with a reliance on Guildhall, with a more agile, user centric approach, optimising performance and ensuring fast, secure access for remote and on-premise users. SASE adopts a zero-trust security model which verifies the identity and security posture of every user and device, providing a granular, context-based access control.
9. The proposal is also to adopt a Wi-Fi-first approach, giving greater flexibility in the use of office accommodation and a significant reduction in the use of network hardware and structured cabling, as a fixed network connection will no longer be required to every desk and terminal. This has benefits in terms of reduced network hardware, reduced installation costs for new buildings and a reduction in energy consumption.
10. A further key element of the programme is to deliver a tiered approach to providing network connectivity across all COL, COLP and CCTV sites depending on the needs of each site. As such, a key site such as Guildhall will have high bandwidth connectivity with multiple internet connections for resilience and redundancy. This compares to a smaller satellite site which may access services over a single raw internet link, with security and access being controlled by the new cloud-based network and security infrastructure.
11. The new networking approach will also support the implementation of a modern, resilient network to the new buildings proposed through FPEP and MCP.

	<p>12. To deliver the new network, the programme will go to market to procure a new Network Support Provider to implement and support the new network.</p>
<p>6. Consequences if project not approved</p>	<p>7. The existing COL and COLP network was implemented in 2017 and some network hardware is now approaching end of life.</p> <p>8. The demands on the network have increased significantly since it was originally implemented, with new uses such as the extensive use of video conferencing and mobile devices. As such, it is no longer able to meet the demands of the organisation and without investment the ability to provide these services, and functionality will diminish.</p> <p>9. The Future Network Programme is also a key dependency for the Future Police Estates Programme and the Markets Consolidation Programme, as a modern, future proofed network will be required to support the delivery of the new sites.</p> <p>10. The existing Network Support Contract with ROC Technologies is due to expire in January 2025 with no further extensions. As such, there is a risk that the existing network will become unsupported.</p>
<p>7. SMART project objectives</p>	<p>The key project objectives include:</p> <ul style="list-style-type: none"> • The successful replacement of the existing network hardware across 120 COL buildings, 12 COLP buildings, 110 CCTV sites. • Move to a Wi-Fi-first network approach supported by the installation of new Wireless Access Points to provide improved coverage and connectivity. • The implementation of a new cloud-based network and security architecture. • A modern, resilient network approach to support the delivery of new buildings through FPEP and MCP • The procurement of a new Network Support Provider to support the delivery of the Future Network Strategy

<p>8. Key benefits</p>	<p>9. The Future Network Programme will deliver a modern, resilient network for all 120 existing COL buildings, 12 existing COLP buildings, 110 CCTV sites and new buildings being delivered through FPEP and MCP.</p> <p>10. The new network has been designed to support the increasing connectivity demands of new and emerging technology such as Video Conferencing, the use of mobile devices and the 4k cameras delivered through the Secure City Programme. This approach enables the Corporation to respond to growth and the evolving nature of work by being adaptable and scalable.</p> <p>11. The Future Network Strategy proposes a Wi-Fi-first approach which will reduce the network hardware and structured cabling required across the organisation. This will lead to a significant cost avoidance in the delivery of new buildings and energy savings by at least 30% for the networking equipment.</p> <p>12. This approach will also enable a more agile building estate, allowing for greater flexibility in the use of office accommodation, removing the reliance upon cabled connectivity and allowing devices to connect seamlessly throughout COL and COLP buildings, including break out spaces and meeting rooms.</p> <p>13. The tiered approach, with the level of connectivity provided based on need, will allow for more cost-effective occupancy, and quicker decommission of smaller sites – removing the reliance on complex and expensive MPLS connectivity and moving towards greater secure access to services over raw internet.</p> <p>14. The new network will enhance user experience and organisational collaboration by providing fast and reliable connectivity from Corporation premises, and from home, with enhanced performance and less downtime.</p>
<p>9. Project category</p>	<p>5. Other priority developments</p>
<p>10. Project priority</p>	<p>A. Essential</p>
<p>11. Notable exclusions</p>	<p>The programme will define and support the networking approach for the new buildings being delivered through the FPEP and MCP Programmes, however the purchase and</p>

	<p>installation of network hardware for those programmes will not be funded through the Future Network Programme.</p> <p>The Barbican Centre, GSMD and Schools are not included within the Future Network Programme, however provision is being made in the network support procurement to allow these areas to move onto the unified networking approach in the future, subject to additional funding.</p>
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Options Appraisal

<p>12. Overview of options</p>	<ol style="list-style-type: none"> 1. Option One would be to retain the existing the MPLS based network, continue to support the hardware, and replace it when it fails. This would fail to address the complexity and limitations of the existing network and would lead to inevitable disruption to connectivity when hardware fails. The existing network technology would be installed to all new buildings. 2. Option Two would be to retain the existing MPLS based network and refresh the hardware based on the same technology before it becomes end of life. This would mean that the network remains supported but will not result in performance improvements or other associated benefits. 3. Option Three is to progress with the replacement of the existing network in line with the approved Future Network Strategy. This is likely to lead to improved performance, and the Wi-Fi-first approach will reduce hardware needs, decrease energy usage, and allow much greater flexibility in building use across the organisation.
<p>13. Risk</p>	<p>Overall project risk: Medium</p> <p>The most significant risks relate to uncertainty around costs and time. Until the procurement process is completed all hardware, circuit and managed service costs are estimated.</p> <p>It is possible that an interim solution for managing the existing network beyond January 2025 will be required. Options for how this could be achieved are being developed, but these have not yet been costed.</p> <p>COL operates certain IT systems such as the Managed Print Service, Building Management Systems and Telephony (COLP) which add complexity to the current network, some of which should be moved to modern solutions that integrate seamlessly with the future network. If the works required to update these systems is not delivered in time the future</p>

	<p>network will require additional complexity within its design which will add time and, ultimately, cost.</p> <p>Costed Risk Provision (CRP) has been estimated, but will not be required until Gateway 5, at which point the CRP will be finalised, based on further information gathered throughout the procurement phase.</p> <p>NB – inflation has not been factored into the costs. With current forecasts (3.65% falling to 2% in the coming years*) it is not deemed materially significant. *Statista Further information available within the Risk Register (Appendix 2) and Options Appraisal Table below.</p>
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Resource Implications

14. Total estimated cost	<p>For recommended option 3.</p> <p>Total estimated cost (excluding risk): £9.24m</p> <p>Total estimated cost (including risk): £12.17m</p>	
15. Funding strategy	<p>Is funding confirmed:</p> <p>No funding confirmed</p>	<p>Who is providing funding:</p> <p>Internal - Funded wholly by City's own resource</p>

This was part of the new bids process for 24/25, an indicative amount of £8.3m was approved, with the acknowledgment that amount would change as more detailed work was undertaken, including the CBF split.

They have determined the CBF portion of the £9.24m would be £271k excluding risk and £418k including the risk.

Using that CBF apportionment with remaining costs split 60% to City Fund and 40% to City Estate as per the recharge model used for the bids.

Funds/Sources of Funding	Cost (£)
City Fund	£311k
City Estate	£208k
City Bridge Foundation	£16k
Total	£535k

Estimated Total costs

Funds/Sources of Funding	Cost Excluding Risk (£)	Cost Including Risk
City Estate	£3,532k	£4,648k
City Fund	£5,300k	£6,972k
City Bridge Foundation	£403k	£550k
Total	£9.24m	£12.17m

Work is ongoing on the City Estate/ City Fund split using the buildings to apportion the cost, the COLP element is currently estimated to be £3,772k including risk.

N.B. The network costs for the new buildings delivered through the Future Police Estates Programme and Markets Consolidation Programme will be met within the existing programme budgets.

The Future Network Programme will only cover the costs associated with the replacement of the existing network to existing COL and COLP buildings and existing CCTV sites.

The estimated cost breakdown across COL, COLP, CBF and CCTV sites is as follows;

	Hardware	Resource	CRP	Total

	COL	£1,489k	£3,742k	£1,642k	£6,873k
	COLP	£824k	£2,039k	£909k	£3,772k
	CBF	£133k	£271k	£147k	£551k
	CCTV	£213k	£526k	£235k	£974k
	Total	£2,659k	£6,578k	£2,933k	£12,170k

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	PT4 Procurement Form
Appendix 4	Future Network Strategy

Contact

Report Author	<u>Sam Collins</u>
Email Address	<u>Sam.collins@cityoflondon.gov.uk</u>

Options appraisal table.

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
1. Brief description	Option One would be to retain the existing the MPLS based network, continue to support the hardware, and replace it when it fails. This would fail to address the complexity and limitations of the existing network and would lead to inevitable disruption to connectivity when hardware fails. The existing network technology would be installed to all new buildings.	Option Two would be to retain the existing MPLS based network and refresh the hardware based on the same technology before it becomes end of life. This would mean that the network remains supported but will not result in performance improvements or other associated benefits.	Option Three is to progress with the replacement of the existing network in line with the approved Future Network Strategy. This is likely to lead to improved performance, and the Wi-Fi-first approach will reduce hardware needs, decrease energy usage, and allow much greater flexibility in building use across the organisation.
2. Scope and exclusions	<ul style="list-style-type: none"> • The replacement of existing network hardware across 120 COL Buildings, 12 COLP buildings, 110 CCTV sites. • Hardware to be replaced upon failure. • Existing network approach to be retained in terms of reliance upon wired and wireless connectivity. • The procurement of a new Network Support Provider to be progressed based on 	<ul style="list-style-type: none"> • The replacement of existing network hardware across 120 COL Buildings, 12 COLP buildings, 110 CCTV sites. • Hardware to be replaced prior to becoming end of life. • Existing network approach to be retained in terms of reliance upon wired and wireless connectivity. • The procurement of a new Network Support Provider to be progressed based on 	<ul style="list-style-type: none"> • The successful replacement of the existing network hardware across 120 COL Buildings, 12 COLP buildings, 110 CCTV sites. • Move to a Wi-Fi-first network approach supported by the installation of new Wireless Access Points to provide improved coverage and connectivity. • The implementation of a new cloud-based networking and security architecture.

	Option 1	Option 2	Option 3
	support and maintenance for existing network approach.	support and maintenance for existing network approach.	<ul style="list-style-type: none"> • A modern, resilient network approach to support the delivery of new buildings through FPEP and MCP. • The procurement of a new Network Support Provider to support the delivery of the Future Network Strategy.
Project Planning			
3. Programme and key dates	N/A – hardware to existing buildings would be replaced on failure.	<p>April 2024 – Procurement for Network Support Provider</p> <p>July 2024 – Procurement Award</p> <p>August 2024 – Commence Network Implementation</p> <p>December 2025 – Estimated Programme Completion</p>	<p>April 2024 – Procurement for Network Support Provider</p> <p>July 2024 – Procurement Award</p> <p>August 2024 – Commence Network Implementation</p> <p>December 2025 – Estimated Programme Completion</p>
4. Risk implications	<p>Overall project option risk: High</p> <ul style="list-style-type: none"> • Failure to replace network components before they become end of life could result 	<p>Overall project option risk: Medium</p> <ul style="list-style-type: none"> • Ongoing complexity of network is unlikely to provide performance improvements. • Staying with the current network approach may not be 	<p>Overall project option risk: Medium</p> <ul style="list-style-type: none"> • Widescale replacement of network hardware may result in disruption to services during implementation.

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	<p>in network failures and service outages.</p> <ul style="list-style-type: none"> • Will not meet current and future demands on the network. 	<p>sufficient to meet the increasing connectivity demands.</p> <ul style="list-style-type: none"> • Reductions in hardware and associated cost savings / energy consumption reductions may not be realised. 	<ul style="list-style-type: none"> • A Wi-Fi first approach is unlikely to be successful without rigorous surveying and assessment of coverage. • A cloud-based network and security architecture would require upskilling of in-house staff to maximise benefits. <p>Further information available within the Risk Register (Appendix 2).</p>
5. Benefits	<ul style="list-style-type: none"> • Extend life of existing hardware, (though would need to be replaced upon failure). • Delay capital outlay. 	<ul style="list-style-type: none"> • Extend life of existing hardware. • Delay capital outlay. 	<ul style="list-style-type: none"> • Deliver a modern, resilient network for all 120 existing COL buildings, 12 existing COLP buildings, 110+ CCTV sites and new buildings being delivered through FPEP and MCP. • Support the increasing connectivity demands of new and emerging technology such as Video Conferencing, the use of mobile devices and the 4k cameras delivered through the Secure City Programme. • Enable the Corporation to respond to growth and the evolving nature of work by

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
			<p>delivering adaptable and scalable solutions.</p> <ul style="list-style-type: none">• A Wi-Fi-first approach which will reduce the network hardware and structured cabling required across the organisation. This will lead to a significant cost avoidance in the delivery of new buildings and an estimated energy saving by at least 30% for the network.• Greater flexibility in the use of office accommodation, removing the reliance upon cabled connectivity and allowing devices to connect seamlessly throughout COL and COLP buildings, including break out spaces and meeting rooms.• The tiered approach, with the level of connectivity provided based on need, will allow for more cost-effective occupancy, and quicker decommission of smaller sites – removing the reliance on complex and expensive MPLS connectivity

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
			<p>and moving towards greater secure access to services over raw internet.</p> <ul style="list-style-type: none"> Enhance user experience and organisational collaboration by providing fast and reliable connectivity from Corporation premises, and from home, with enhanced performance and less down time.
6. Disbenefits	<ul style="list-style-type: none"> Significant risk of network outages and service disruption. Continuation of existing complex network and increased support costs. Piecemeal replacement would not result in overall performance gains or improved network capacity. Unlikely to support increased demands on network connectivity such as video conferencing and mobile devices. 	<ul style="list-style-type: none"> Continuation of existing complex network and increased support costs. Piecemeal replacement would not result in overall performance gains or improved network capacity. Unlikely to support increased demands on network connectivity such as video conferencing and mobile devices. 	<ul style="list-style-type: none"> Increased programme complexity in introducing a new technology approach. Some equipment will be replaced prior to becoming end of life (though has resale value). Will require a new service delivery model to support new network model.
7. Stakeholders and consultees	<ol style="list-style-type: none"> Chamberlains City of London Police 	<ol style="list-style-type: none"> Chamberlains City of London Police City Bridge Foundation 	<ol style="list-style-type: none"> Chamberlains City of London Police City Bridge Foundation

	Option 1	Option 2	Option 3
	3. City Bridge Foundation 4. City Procurement 5. Site Contacts (various departments) 6. DSC / PAB	4. City Procurement 5. Site Contacts (various departments) 6. DSC / PAB	4. City Procurement 5. Site Contacts (various departments) 6. DSC / PAB
Resource Implications			
7. Total estimated cost	<p>Total estimated cost (excluding risk):</p> <p>This option is uncosted as there is no project at the start of this option. There would inevitably be significant costs during the lifecycle of this option as hardware fails and remediation becomes necessary, and equipment becomes end-of-life and unsupportable.</p> <p>Total estimated cost: NA.</p>	<p>Total estimated cost (excluding risk): £10.12M</p> <p>There is confidence in this figure as it is based on the previous costs to deliver the current network (Network Transformation Programme - 2017).</p> <p>Total estimated cost: (including risk): £13.05m</p>	<p>Total estimated cost (excluding risk): £9.24m</p> <p>Given the procurement process has not yet been undertaken there is limited confidence in this figure. CRP has been applied to cover this uncertainty, and future papers will clarify the figures as costs are better understood.</p> <p>Total estimated cost: (including risk): £12.17m</p>
8. Funding strategy	Capital Programme City Bridge Foundation.	Capital Programme City Bridge Foundation.	Capital Programme City Bridge Foundation.
9. Estimated capital value/return	N/A	N/A	N/A

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
10. Ongoing revenue implications	Costs for the new Network Support Provider will be met from existing DITS revenue budgets on the assumption that these fall within existing budget envelope	As opposite	As opposite
11. Investment appraisal	N/A	N/A	N/A
12. Affordability	3 sentences maximum	3 sentences maximum	3 sentences maximum
13. Procurement strategy/Route to Market	The Procurement Strategy is covered in the accompanying Procurement Options Report	The Procurement Strategy is covered in the accompanying Procurement Options Report	The Procurement Strategy is covered in the accompanying Procurement Options Report
14. Legal implications	Comptroller and City Solicitors will be engaged in the contract award for the new Network Support Provider	As opposite	As opposite
15. Corporate property implications	none	none	none
16. Traffic implications	none	none	none
17. Sustainability and energy implications	This will retain the existing network approach and therefore	This will retain the existing network approach and therefore	The new network approach towards Wi-Fi first and cloud-based infrastructure will lead to a

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>
	will not lead to a reduction in hardware or cabling.	will not lead to a reduction in hardware or cabling.	significant reduction in network hardware and structured cabling. This has been quantified as at least a 30% reduction in BTU (British Thermal Units) for networking equipment and in the order of £340 per desk for structured cabling in future office fit outs.
18. IT implications	A modern, resilient, and fit for purpose network is fundamental to the delivery of effective services and supports the use of new and emerging technology such as video conferencing and the use of mobile devices	As opposite	As opposite
19. Equality Impact Assessment	An equality impact assessment will not be undertaken	An equality impact assessment will not be undertaken	An equality impact assessment will not be undertaken
20. Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken
21. Recommendation	Not recommended	Not recommended	Recommended

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	12423	[1b] Departmental Reference Number	N/A
[2] Core Project Name	Future Network Programme		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	
[5] Senior Responsible Officer	Chris Rawding, DITS Assistant Director (Interim)
[6] Project Manager	Wayne Fitzgerald, DITS Project Manager

Description and purpose	
[7] Project Description	
<p>The Future Network Programme will replace the existing network with a modern, resilient network in line with the approved Future Network Strategy. The network will meet the requirements of the City of London Corporation, the City of London Police and London Councils, and will also provide a blueprint for future alignment should partner institutions wish to adopt the same approach. The programme will replace and upgrade hardware across the estate, improve modern ways of working, and provide secure, flexible and reliable connectivity to the network. The adoption of a Secure Access Service Edge (SASE) platform will reduce complexity and operational costs whilst being scalable and versatile. As a cloud-based solution it reduces the dependency upon 'core' sites. It also permits a tiered approach where each site's requirements can be assessed and the local network tailored accordingly.</p>	
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?	
<p>The existing network was implemented in 2017, and much of the hardware is approaching end of life. The demand upon the IT network has increased significantly since it was introduced, as modern ways of working have adapted, primarily through the use of video conferencing and mobile networking devices. Consequently, the network is no longer able to meet the demands of the organisation and without investment the ability to provide these services, and functionality will diminish. The Network Support Contract with ROC Technologies is due to expire in January 2025 with no further extensions. As such, there is a risk that the existing network will become unsupported. The future network will provide a modular blueprint which can be adopted by partner organisations. This would realise cost-savings resulting from the efficiencies of scale. A Wi-Fi first approach will create more dynamic working environments, reduce energy consumption, and create a more agile building estate.</p>	
[9] What is the link to the City of London Corporate plan outcomes?	
<p>[9] Our spaces are secure, resilient, and well-maintained. [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment. [11] Our spaces are digitally and physically well-connected and responsive. [12] Our spaces inspire excellence, enterprise, creativity, and collaboration. [13 COLP] To make the City of London the safest city area in the world. [17 COLP] To have an innovative, skilled, and agile workforce in a culture that supports and empowers our people.</p>	
[10] What is the link to the departmental business plan objectives?	

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Links to Digital, Information and Technology Service Business Plan Objectives;					
<ul style="list-style-type: none"> To provide “Brilliant Basics” To remove complexity across the organisation To enable and accelerate collaboration & transformation To converge appropriate services across Institutions Deliver high quality services that meet the needs of our customers Drive systems and process improvements to increase automation and self-service to deliver more proactive added value support 					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	Y
Mandatory: Compliance with legislation, policy and audit	N	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	Y

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than ‘finishes on time and on budget’>>
1) Improved user experience and functionality
2) Enhanced resiliency
3) Greater flexibility
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the ‘delivery’ phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
Improved user experience and functionality (measurable by user satisfaction surveys) Enhanced resiliency (measurable by reduced down-time) Greater flexibility (measurable by improved business continuity options, reduced timescales for new / decommissioned sites) Reduced energy consumption (measurable by British Thermal Unit (BTU) reduction) Reduced support costs (measurable by Change Control Notice (CCN) charges)
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £8.2m Upper Range estimate: £12.2m
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
The ongoing revenue costs will be met within existing DITS Local Risk Budgets across COL and COLP
[16] What are the expected sources of funding for this project?
City Fund, City Estate, City Bridge Foundation, City of London Police
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range estimate: March 2024 – January 2025 Upper Range estimate: March 2024 – December 2025 ROC Technology contract terminates end of January 2025 at the latest. Alternative support options must be in place by this point.

Project Impact:
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?

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The Future Network Programme will transition from current to future state in a controlled and managed way. There is always risk associated with network transformation, but these will be captured, monitored, and mitigated throughout and DITS' change control process will be adhered to.	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: John James, Yasin Razaq
Chamberlains: Procurement	Officer Name: Aga Watt
IT	Officer Name: Zakki Ghauri, Chris Rawding, Sam Collins, Tara Crombie
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
COLP	Chris Bell, Jonathan Chapman
External	Several of potential suppliers were engaged through Soft Market Testing
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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City of London: Projects Procedure Corporate Risks Register

Project Name:	Future Network Programme	PM's overall risk rating:	Medium	CRP requested this gateway	£ -	Average unmitigated risk	6.8	Open Risks	11
Unique project identifier:	12423	Total estimated cost (exc risk):	£ -	Total CRP used to date	£ -	Average mitigated	5.2	Closed Risks	0

General risk classification										Mitigation actions						Ownership & Action							
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issue	Comment(s)
R1	2	(8) Technology	The existing network support model costs could increase significantly from Jan 2025	With no ability to extend the existing contract, CoL may need to tender for a short-term support contract / agreement for legacy equipment. Given the complexity of the legacy network and the short-term nature of the requirement suppliers are likely to only offer terms on a high-cost basis.	Likely	Minor	4	£0.00	N	C – Uncomfortable	Recruit temporary support staff until future network rollout has been completed	£0.00	Rare	Minor	£0.00	1	£0.00						Cost based on new service provider requiring a min 12 month contract, at 1.5x incumbent's annual cost. Mitigation – based on 6 months, 4 x network engineers @£600 per day.
R2	2	(8) Technology	Tacit knowledge of current network is not made available to programme team	This could result in items being missed causing delays and / or issues which need to be remediated.	Rare	Serious	2	£0.00	N	B – Fairly Confident	Technical team to review existing documentation and liaise with incumbent network support team, as per contract exit agreement	£0.00	Rare	Serious	£0.00	2	£0.00						Cost based on estimate of post-contract CCNs required to accommodate additional work.
R3	2	(8) Technology	Existing, complex workarounds for legacy systems cannot be easily accommodated as part of the new network	This could result in the new network requirement more complexity than anticipated, increasing design and support cost, and compromise the Future Network Strategy.	Likely	Major	16	£250,000.00	N	B – Fairly Confident	Engage relevant business units to understand future road maps (e.g. BEMS) and current designs to allow bidding parties early visibility of the network estate	£0.00	Likely	Major	£250,000.00	16	£0.00						Based on Dynamic Segmentation costs x 2. This covers e.g. BEMS, hence being 'likely'.
R4	2	(8) Technology	Hardware supply chain issues	If there are supply chain issues it could result in having to pay premium rates for hardware procurement or extend length of time the programme team is engaged.	Rare	Major	4	£350,000.00	N	B – Fairly Confident	Procure hardware from alternative vendors / supply channels. If not possible, retain programme team for additional quarter	£350,000.00	Rare	Major	£0.00	4	£0.00						Cost of extending programme team by 1 quarter. It is likely the cost uplift of sourcing hardware from an alternative vendor would be less than this cost and not impact the schedule.
R5	2	(8) Technology	Existing network documentation is inaccurate	This could result in having to procure additional equipment / services which have not been accounted for.	Likely	Serious	8	£170,000.00	N	D – Very Uncomfortable	Pre-tender analysis of network, engagement with incumbent service provider and local staff with tacit knowledge of the existing network	£0.00	Possible	Serious	£170,000.00	6	£0.00						Unknowable figure. This cost is an estimate that will be refined through the pre-tender discovery work.
R6	2	(4) Contractual/Partnership	Delays caused by external factors within the business could result in the resource being required for a longer time-frame	This could result in outsourcing additional, required resource.	Unlikely	Major	8	£273,000.00	N	B – Fairly Confident	Review and approval of resource profile by senior stakeholders with experience of similar network refresh programmes, with regular governance checkpoints.	£0.00	Unlikely	Minor	£273,000.00	2	£0.00						Cost based on Programme Manager, Project Manager, Technical Architect, Circuit Engineer and Field Engineer for additional 6 months, plus £45K of dual run vendor support
R7	2	(4) Contractual/Partnership	No vendor provides an acceptable tender response	Either a second round of tendering will be necessary with requirements clarified, or the Corporation will have to accept a deviation from the Future Network Strategy	Rare	Extreme	8	£0.00	N	D – Very Uncomfortable	Ensure requirements are identified, confirmed, defined and articulated as part of the tender preparation.	£0.00	Rare	Extreme	£0.00	8	£0.00						This is uncosted as in this scenario we could re-tender, or revert to Options 1 or 2
R8	2	(2) Financial	Inflation increases the cost of hardware and / or services	Additional, unfunded costs need to be met to deliver the programme	Likely	Serious	8	£0.00	N			£0.00			£0.00		£0.00						There has been no CRP assigned. It is deemed inflation will not materially alter the programme's viability.
R9	2	(2) Financial	The assumed cost of hardware and licences has been significantly underestimated	There is insufficient budget to cover procurement of the hardware and licences	Unlikely	Major	8	£680,000.00	N	B – Fairly Confident	Procurement to engage with market and suppliers to provide programme with compliant route to vendor meetings.	£0.00	Rare	Major	£680,000.00	4	£0.00						Assumed cost of hardware / licences – have used 20% of estimated total for FNP hardware
R10	2	(2) Financial	Managed service costs increase	There is a risk the revenue cost of the managed service provider increases - it has been assumed to be a cost-neutral exercise.	Possible	Minor	3	£0.00	N	C – Uncomfortable	NA	£0.00	Possible	Minor	£0.00	3	£0.00						No costs associated - these would be deemed in-flight BAU run costs.
R11	2	(2) Financial	There is a risk the new internet circuits will require new circuits to be run (as opposed to using existing infrastructure	Each site would require circuit installation costs for surveys, physical installation and, in many cases, additional construction costs.	Possible	Serious	6	£1,210,000.00	N	C – Uncomfortable	NA	£0.00	Possible	Serious	£1,210,000.00	6	£0.00						Figures are based on £5K per site – half of the sites have been factored into the standard cost modal, and half in the CRP.
R12							£2,933,000.00					£350,000.00			£2,583,000.00		£0.00						
R13							£0.00					£0.00			£0.00		£0.00						
R14							£0.00					£0.00			£0.00		£0.00						
R15							£0.00					£0.00			£0.00		£0.00						
R16							£0.00					£0.00			£0.00		£0.00						



**CITY
OF
LONDON**

Future IT Network Strategy

October 2023

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1) Executive summary

This document is intended to provide a strategic vision of the future of the City of London and City of London Police (CoL/P) network delivery. It is a high-level plan to achieve multiple goals for a high-performance, world-class environment for CoL/P for the next 10 years.

As a strategy, it does not focus on the low-level detailing of every single use case for a network or the technical implementation, nor does it attempt to provide a detailed timeline for implementation and scheduling. Both outputs will come from the next phases including business analysis and requirements gathering, technical designs in HLD/LLD format and detailed project planning.

The objective is to ensure a centralised set of objectives and key pillars on which to make future decisions on network services across the estate ensuring a common delivery method and reduced ongoing management costs.

The scope encompasses both LAN and WAN services including (but not limited to) on premise cabled networking, Wi-Fi, Internet provision, VPN's and cloud connectivity.

Delivering the new network across CoL/P will provide a blueprint to evolve over time, extending to include other networks within the CoL/P estate, such as Barbican, schools, public areas, and City Bridge Foundation.

This strategy is written as an overarching organisation vision and roadmap for a holistic and common approach for networking across the City of London and its institutions.

This approach to a common blueprint (or set of blueprints defined by use cases) is intended to provide a future proof platform with longevity for modern technology but also a simplified network approach which will increase resilience and reduce ongoing management costs.

The final section of this document outlines key recommendations and decisions on which to base future network decisions and procurements.

2) Introduction

As technology advances, so does the need for a more robust and efficient network infrastructure.

It is worth pausing to think back just 4 short years ago when members, officers, staff and police officers were using outdated technology that failed to work at the most critical of times on the street, during Committee Meetings and across our offices and police stations.

- The Lenovo laptops ran Windows 7, were slow to boot up, took days to build and were well past end of life.
- Police officers relied on Panasonic Toughbook's which were clunky, made every day more difficult for the officers and did not work well in the field.
- The vast majority of officers did not have mobile smartphones with biometric logins for data entry and retrieval in seconds rather than hours.
- Officers and members mobile devices were not managed, and our data was spread across many disparate devices which presented a large risk to the organisation.
- The Corporation and City of London Police's network relied on a hybrid mix of aging hardware, including firewalls, which were not up to the job for mass migration of data to cloud, or for people working from home.
- The server estate contained a large amount of legacy operating systems and technical data all hosted in an expensive third-party datacentre and presenting huge cyber security risk to the organisation.
- There was no capability to make a video call.
- The force internet was incredibly slow being provided by a 20Mbps provision on the PSN for Policing network.
- There was no national Security Operations Centre (SOC) monitoring the entire estate.

Fast forward to 2023 and all the above have been addressed. From starting to look at a refreshed estate in 2019 and having to accelerate this in 2020 due to the Covid Pandemic, the organisation's change programme included new laptops and smartphones, a migration to the Exchange Online, SharePoint, OneDrive and a full datacentre exit with a 'lift and shift' to Azure cloud hosting and connection into the National Management Centre and delivery of the national Policing blueprints.

The City of London Corporation & Police are unrecognisable from just four short years ago in terms of technology adoption and digital transformation.

CoL has shown how forward thinking an authority can be around cloud adoption and delivery.

The level of technology change during this period has exceeded everything else in the previous decade, however it has not been plain-sailing – there have been significant deviations and challenges along the way due to the environment the organisation was operating within, be it financial, operational or outside factors.

Because of this, our network has had to evolve around legacy solutions, contracts, and the demands of the organisation meaning it is now a ‘patchwork quilt’ of technology and contracts across multiple telecommunication providers (telcos) and vendors. The CoL/P network needs a ‘reset’ using standardised technology and an improved service wrapper whilst still retaining carrier diversity for redundancy.

Technology advancement stands still for no person or organisation and to that end, CoL/P need to address the next wave of transformation that will support the Corporation & Future Police Estate and their demands of an IT network.

As officers and staff increase their digital demand and adopt and mature their usage of the technology provided, this further increases the demands on the CoL/P Local and Wide Area Networks (the IT Network).

As an organisation, this is a wholly positive outcome – more demand on the network means the technology that sits on top of the network is being exploited – colleagues and visitors within the City are directly benefiting from the investment made by the City of London Corporation. With the evolution of major programmes such as the world first Secure Cities programme, or an entirely new and more powerful Action Fraud and National Fraud Investigation capability or simply higher utilisation of Microsoft 365, Power Platform and SaaS/Cloud solutions this increased demand will continue as the organisation now has an embedded bias for positive change.

Underpinning the whole network is the service management wrapper. Further into this document it lists the various suppliers and brands that are within the CoL/P networks currently and this presents a challenge for service management and hand-off between vendors. It makes fault resolution longer for the support teams who must navigate multiple helpdesks, technology stacks, admin portals and account managers to resolve any faults. An investment in a future network will reduce downtime, improve user experience and could also reduce overall operating costs.

3) Vision

To provide a modern, future proof, secure estate providing 'state of the art sustainable facilities' for policing within the square mile and the force national portfolio

To achieve this vision, City of London Police have identified the following design principles:

- The core estate will remain within (?) the City of London footprint
- Modern estate that is sustainable for the next 30+ years
- A variety of facilities to provide operational resilience
- Value for money to be demonstrated in developing the estate portfolio
- Phased implementation to maintain operational effectiveness
- Adoption of new working practices to be designed in – flexible / agile working / smart initiatives
- Modern, robust and flexible IT infrastructure
- Multi 'use' shared and open plan facilities will be adopted as widely as possible except for specialist facilities (such as Custody, firearms range, Tactical Firearms Group and 'Joint Contact & Control Room' and forensics)
- Operational vehicles securely located and accessible.

The future network strategy for CoL/P should not only deliver on the vision of the police estate in the next 10 years, but also look to deliver on the 3 key themes adopted by the Digital, Information and Technology Service (DITS):

- Brilliant Basics
- Removing Complexity
- Enabling Transformation.

4) Current IT network

a) Wide area network (WAN)

The current City of London network has evolved over many years from a core BT MPLS and with low bandwidth internet breakouts (or PSN for Policing (PSNfP) connection providing the legacy 20Mbps internet provision) to more recently 100Mbps to 1Gbps internet breakout carrying nearly all outbound traffic from all sites.

The City of London has very little flexibility in this provision and is entirely dependent on BT to provision circuits which can often delay accommodation moves or the introduction of new sites (such as a new school or office building).

Due to this inflexibility, we are also limited to the technology that can be deployed for hard to reach sites or those with low network infrastructure in the ground.

Most sites are entirely dependent on the Guildhall or Bishopsgate/New Street to provide firewall security and internet access which presents a suboptimal experience for today's users and demands.

b) Local area network (LAN)

The City's current LAN provision has evolved over many years and is managed by ROC Technologies. The LAN can be considered the 'in building network' which includes physical network points, Wi-Fi, access and core switching. Depending on the service contract, the LAN could also include the next generation firewall provision.

The City of London operates HPE Aruba technology across the estate and a large proportion of the hardware will become unsupported in the next two years.

Our Wi-Fi access points are considered outdated and the majority offer Wi-Fi 5 or below technology. The current Wi-Fi standard, which offers much greater throughput and density, run Wi-Fi 6e with Wi-Fi 7 being released in early 2024. A proportion of our access points are end of life and will require replacement in early 2024.

Most of the in-building physical infrastructure is connected by aging copper or fibre cabling with a maximum throughput of 1Gbps. These limits are a combination of cable types, optics and constraints on the hardware.

c) Supplier & technology list

The organisation currently utilises the following network 'stack':

Telcos

- BT
- Vodafone
- Virgin Media O2

- Colt

Technology

- Managed/Direct Internet Access (MIA/DIA)
- MPLS
- SD-WAN
- RS1000 secure
- Business Broadband
- Wi-Fi
- 4g/5g
- LECN (SD-WAN)
- Clearpass / MacAuth
- Site to Site VPN
- Point to Site VPN

Vendors

- Fortinet
- Aruba
- Barracuda
- Cisco
- Microsoft

Service management partners

- ROC
- Vodafone
- BT
- Barracuda
- Colt
- Virgin Media o2
- Microsoft
- Agilisys
- Phoenix

The above list is not exhaustive or detailed and is included only to demonstrate the vast landscape and complexity of the current complex network setup.

d) Costs

With complexity, cost and risk is increased.

Costs are increased due to more human effort, more time to provision new additions on the network or to troubleshoot issues and increased hardware costs to bring new services or sites online. Our current network is inflexible to the demands of a wide range of sites and worker styles.

Risk is increased as the end-to-end provision is not fully understood and documentation from vendors has become outdated and inaccurate over time. "This disparate approach allows elements of the NCSC anti-patterns ([Security architecture anti-patterns - NCSC.GOV.UK](https://www.ncsc.gov.uk/anti-patterns)) to manifest in distinct sections of the network.

In the last 7 years CoL/P have undertaken two network programmes – Network Transformation Programme and Secure Zone Programme. Both programmes of work were scoped to deliver the change requirements of the organisation and **achieved their goals at that point time.**

It is important to note that this strategy focuses on the future network and not what was delivered within those programmes of work with the goal of ensuring any network decisions made now are fit for purpose for the vision of the organisation for the future.

The current high-level costs for the City's network are as follows:

ITEM	5 YEAR COST
BT MPLS WAN	£3,572,656.60
ROC MANAGED SERVICE	£4,363,024
HARDWARE	£3,521,580 (anticipated based on qty and pricing from XMA)
TOTAL	£11,457,260.60

e) Scale

The City of London network scale is vast. Our network currently includes approximately:

- 120 City of London Corporation Sites
- 17 City of London Police Sites
- 100 Secure City CCTV Sites
- Total: 237 sites (approx.)

This presents a complex network refresh programme and will dictate a phased set of works which will include LAN services as the first component to be refreshed due to contractual milestones with incumbent suppliers. Thereafter the WAN elements will be swapped out and the incumbent supplier solution reduced over time as we move onto the new platform.

5) Future IT network

a) SASE

Secure Access Service Edge (SASE) is the recommended strategic direction for the City of London's future IT network, offering a modern and comprehensive approach to networking and security. SASE represents a paradigm shift in IT infrastructure for several compelling reasons.

First and foremost, SASE combines network and security services into a unified cloud-based architecture. This consolidation simplifies the network, reducing complexity and operational costs. It replaces the traditional hub-and-spoke network model with a more agile, user-centric approach, optimizing performance and ensuring fast, secure access for remote and on-premise users.

SASE also aligns with the evolving nature of work. With an increasing number of remote and mobile employees, the traditional network perimeter is no longer effective. SASE's zero-trust security model verifies the identity and security posture of every user and device, providing a granular, context-based access control system that adapts to the dynamic needs of your organization.

Furthermore, SASE leverages the power of the cloud, making it highly scalable and adaptable to an organization's growth. This eliminates the need for large upfront investments in infrastructure and allows for a more pay-as-you-go, cost-effective model.

Our SMT concluded that, unanimously, all network hardware vendors and managed service providers believe SASE is the future of enterprise networks and are investing heavily in its future development.

SASE will deliver what has eluded most enterprises in the last 5 to 10 years providing services to:



SASE will deliver the foundations for 'Brilliant Basics' and allow the City to provide a truly world class user experience to colleagues and visitors alike

b) What is SASE?

SASE is a culmination of 5 distinct network and security offerings that have existed in the market for several years to varying levels of maturity. A SASE platform comprises of:

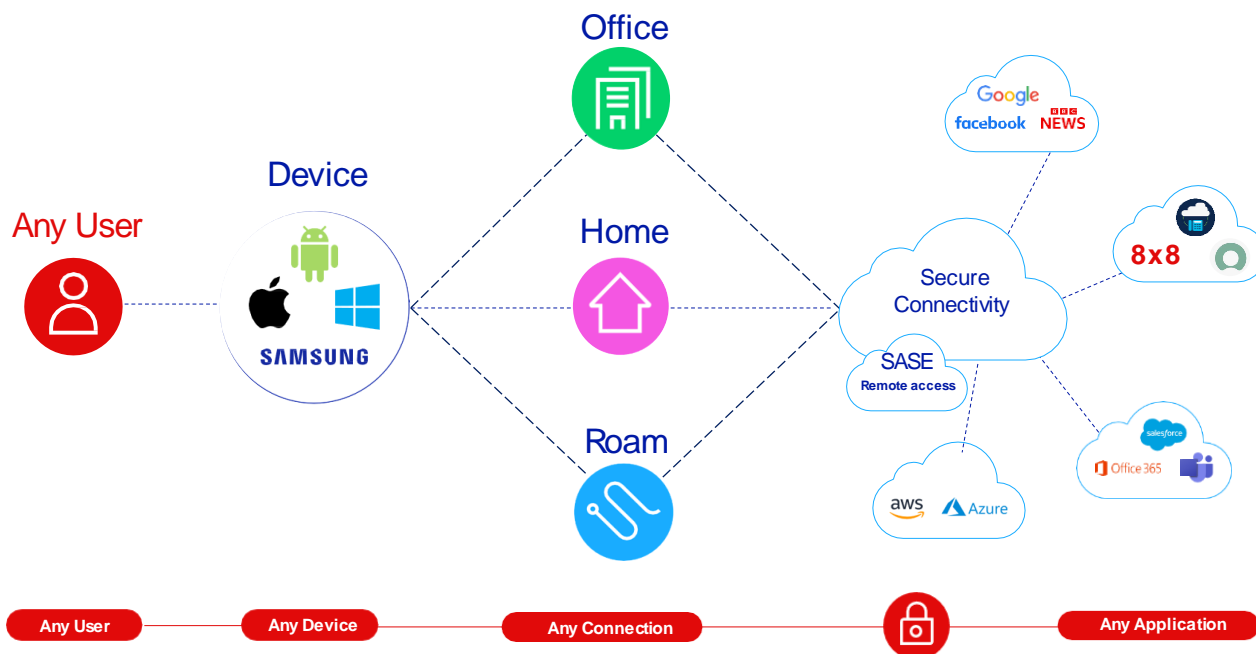
- Zero Trust Network Access (ZTNA)
- ZTNA is a security model that assumes no trust within a network i.e. no device or user on a network can communicate to any other without explicit permission therefore reducing cyber threats
- Software Defined Wide Area Networks (SD-WAN)
- SD-WAN is a technology that optimizes and manages network traffic across geographically dispersed locations using software, enhancing performance, and reducing costs.
- Secure Web Gateways (SWG)
- SWG is a cybersecurity solution that filters and monitors web traffic, ensuring safe and compliant internet access for organizations, protecting against online threats and data breaches.
- Firewall-as-a-Service (FWaaS)
- FWaaS is a cloud-based security solution that provides protective barriers for networks and applications, ensuring data and traffic remain secure from unauthorized access and cyber threats.
- Cloud Access Security Broker (CASB)
- CASB is a cybersecurity tool that helps organizations safeguard their data when using cloud applications by enforcing security policies and monitoring user activity.

Until recently there has never been an easy (and in certain cases even technically possible) way to bring them all together into a holistic platform for management, insights and billing. It has never been possible to have a 'single pane of glass' to our network with many point products that work in isolation.

By 2024 at least 40% of enterprises will have explicit strategies to adopt SASE, up from less than 1% at year-end 2018.

A SASE architecture identifies users and devices, applies policy-based security, and delivers secure access to the appropriate application or data. This approach allows organisations to apply secure access no matter where their users, applications or devices are located. (*Gartner)

c) SASE diagram



d) WAN

The City of London aims to simplify the networking across buildings, cloud and remote workers and the future WAN technology will be based on SD-WAN solutions. SD-WAN can run over any 'raw' internet underlay including internet from enterprise suppliers, business broadband, home broadband, 4g/5g or satellite.

SD-WAN comes in many variants from many different vendors but can be categorised into deployment types which are summarised below.

- **On-Premises SD-WAN:** This type of solution is installed on-site, either as hardware or software and allows the organisation to manage its own WAN locally by way of a hardware-based SD-WAN orchestrator. By way of an example this can be provided by hardware suppliers such as Fortinet and Cisco.
- **Cloud-Managed SD-WAN:** This type of solution is hosted in the cloud and maintained by a third-party provider in the cloud. It offers a simplified deployment process and requires little to no on-site maintenance. Cloud-managed SD-WAN is a popular choice to manage by local teams whilst removing a lot of the management overhead of the SD-WAN orchestration hosting and configuration. By way of an example, this can be provided by a solution such as Meraki.
- **DIY SD-WAN:** This type of solution is designed for organizations that want to build their SD-WAN infrastructure in-house. It requires a high level of technical expertise and resources. By way of an

example, this could be built using open-source technologies that build the underlying VPN's such as OpenStack and Ansible.

- **Managed SD-WAN:** This type of solution is managed by a third-party provider that offers network monitoring, troubleshooting, and support services. Managed SD-WAN is a popular choice for organizations that want to outsource their network management to an experienced provider. The added benefit of this solution is that CoL/P own the SD-WAN solution (which could be any of the above options) but it is managed by a 3rd party. Should contracts come to an end or the vendor/customer relationship breaks down, a new managed service partner could be introduced without replacing the network. The risk to be aware of with this solution is the introduction of a large telco providing the solution that is baked into a proprietary solution owned by them.

The SD-WAN solution we select as part of the SASE platform should be a managed SD-WAN delivered with SASE on a cloud platform.

e) Internet

The internet forms the foundation of the City's future network. Legacy networks are stitched together from a combination of MPLS networks, point to point VPN's and physical hardware firewalls within a building that often become a single point of failure. These firewalls provide the 'pop' out onto the internet for on premise and remote workers. They are also the ingress point for remote workers to access corporate systems. Sites were often connected by private fibre (sometimes called dark fibre) which is expensive and inflexible.

Modern networks are built upon the concept of 'everything over the internet' and this is what will allow simplification of the City's network and to reduce costs.

f) LAN & Wi-Fi

The usage profiles of modern office buildings differ significantly from those of offices five or more years ago. Fixed desks and data points per employee, along with fixed phones and named locations, are a thing of the past. The pandemic has forced the adoption of video calling at scale, and nearly all office workers are now familiar with this technology and expect it to work flawlessly in order to do their daily work.

Moreover, working patterns have changed on an individual and team level. The focus is now on work being something you do, rather than necessarily somewhere you go. A wholesale shift to an agile working format is mandatory, where employees can hot-desk anywhere in any corporate building, along with using public Wi-Fi in lounges, coffee shops, on the train, and at home, as agile working and a modern working environment is now an expectation of the workforce.

There is an opportunity with the adoption of this future network strategy for CoL/P to become a leader in this vision and be more sustainable. Future CoL/P buildings don't need to have fixed data points to every

desk or as miles of structured cabling and vast amounts of networking equipment that generate heat and consume power. Most CoL/P buildings will be fitted with a core network and **high-density Wi-Fi** covering the main building and exterior with only well-defined and specific areas being cabled with copper or fibre connectivity inside the building.

The LAN and Wi-Fi provision should **baseline at Wi-Fi 7** which is due to come to market in 2024 meaning CoL/P will be an early adopter of the very latest Wi-Fi standards. This should vastly improve connectivity from any building to the services users require.

Wi-Fi 7 is poised to redefine the technological landscape, promising an unprecedented leap in connectivity and speed. With its potential to deliver blazing fast speeds of up to 30 Gbps, Wi-Fi 7 will revolutionize the way we interact with the digital world. Its enhanced efficiency and reduced latency will pave the way for seamless integration of advanced technologies like augmented reality (AR), virtual reality (VR), and the Internet of Things (IoT). The improved spectrum utilization and increased bandwidth efficiency will enable smoother data transmission, fostering a more interconnected and dynamic digital ecosystem. Moreover, the heightened security features, including the latest encryption standards, will ensure robust protection against cyber threats, solidifying its position as the cornerstone of secure communication networks.

To ensure we maximise the network performance of all buildings, every core site will have a **full Ekahau Wi-Fi survey** which is regarded as the 'gold standard' of Wi-Fi reporting.

Ongoing, the future operator of the network will be required to maintain a solution that continuously monitors and reports on network throughput at each segment of the network.

For new buildings and campus buildings, **CoL/P will maintain a wired score** (<https://wiredscore.com>) so that colleagues and visitors have constant visibility of a world class user experience for connectivity across our estate.

In conclusion, it is vital for CoL/P to adapt to these changing trends and provide a modern and flexible working environment that meets the needs of its employees, both now and in the future. By embracing new technologies and adopting a sustainable approach to network infrastructure, CoL/P can remain competitive and attract top talent in the industry.

g) Site types

To speed up network deployments, and to simplify the network there will be several predefined 'Site Types' which will describe exactly the network topology that should be deployed to that site.

Some locations are essential to maintain a service to employees, workers and visitors to the City, whilst some sites have a much lower criticality and the users on that site could use a business continuity and disaster recovery (BCDR) plan that dictates they simply move to another local site, or work from home.

By adhering to a site type list, we can ensure that costs are kept as low as possible, whilst delivering a world class service and giving the flexibility to upgrade the site quickly and at little to no cost.

{THIS TABLE NEEDS UPDATING POST APPROVAL OF SITE TYPES}

Site Type	Name	Description
A	Datacentre	This site is a critical network location that could be a physical bricks and mortar datacentre or a main hyperscale cloud hosting facility
B	Campus Main Site	This site is considered a main office or HQ type location that has a critical mass of employees working from within it at a single time. It will contain multiple meeting rooms and AV equipment with complex BMS deployments. There will be a requirement for high density Wi Fi across the entire site.
C	Resilient Business Broadband Site	This site has less than 100 employees regularly working from it and there are no complex specialist equipment installs. It is a basic working office where users require high speed internet and access to CoL/P line of business applications. This site will have a mix of employees who must be physically present on site due to their role and also some employees who are able to work flexibly from other locations or home.
D	Non-Resilient Business Broadband Site	This site has less than 50 employees regularly working from it and there are no complex specialist equipment installs. It is a basic working office where users require high speed internet and access to CoL/P line of business applications. All employees utilising this site must be able to transfer to another site or work from home for business continuity should the site fail.

E	Rapid or IoT 4/5g Deployment Site	This site should be used for speed of deployment for new estate or utilised in combination of a D type site to provide resilience. It may also be used for sites that have a small IoT footprint such as sites that require a single BMS connection or for Door Access Controller connections.
F	Satellite Site	
G	CCTV Camera Site	

h) What we will procure



6) Procurement & implementation plan

To deliver on the future network vision for CoL/P, DITS will conduct 5 clearly defined and well-planned stages of procurement and implementation.

a) Brilliant basics

Pinning ourselves to the DITS theme of 'brilliant basics' all new buildings across CoL/P should plan to be hyper connected.

All future new constructions must provision between 2 and 4 telco carriers. These carriers can be spread across Tier 1 and Alt-Net carriers, but our future sites must always have at least one Tier 1 carrier.

All carriers should be cabled into the basement or other suitable location of the building and converge in a secure comms room or meet-me room.

Where telcos are providing dark fibre, it would be suitable for them to build out a chamber in an adjacent street with the building and have pre-installed ducting allowing the telco connections to be provisioned into the building later without having to drill or dig or complete civils work.

'Tier 1' carrier is defined by market share which is listed below (as of April 2023). The recent SMT allowed us to consult with BT, Vodafone, Virgin Media O2 and an Alt-Net called Vorboss. A caveat to the above standard is where the provider of the cabling infrastructure is Openreach, who are a major player and sell cabling to nearly all carriers where they do not have their own fibre infrastructure.

By taking this approach, we ensure all future buildings have as many networking options available to us as possible both now and in the future.

Rank	Company	Market Share
1	BT	30.10%
2	Vodafone	22.50%
3	Virgin Media	14.20%
4	TalkTalk Business	7.30%
5	O2	6.70%
6	Gamma	5.60%
7	Colt Technology Services	4.50%
8	KCOM	2.10%
9	Glide	1.40%
10	DWS	1.30%

b) Let the market talk

The future network strategy will be defined by what we know now, and what we think we know about the future direction of network technology. Without outside consultation, it will also be bound by the skills and knowledge within DITS.

To ensure we counter this intrinsic limitation, our first step will be to conduct a Soft Market Test (SMT) which will allow us to engage in a compliant, non-committal and structured way with the industry and let them tell us about their latest advancements and future vision for the market.

c) Adjust & adapt

Only once we know as much as we can about the technology offerings and services on the market, can we be comfortable with the content of the Future Network Strategy.

This stage will see us review the market offering and adapt our vision and next steps to best fit the needs of the organisation against the commercial offerings available on the market.

A revised draft strategy will be formulated based on the market engagement in this stage.

d) Procure compliantly

When the strategy is finalised, we will launch a formal tender process with support from the Commercial department.

This procurement will include the provision of (but not limited to):

- MIA/DIA service
- An SD-WAN service
- A LAN support provision
- A WAN support provision
- A SASE solution.

e) Implementation

****THIS SECTION REQUIRES FURTHER INPUT WHEN AN AGREED PROJECT APPROACH IS FINALISED****

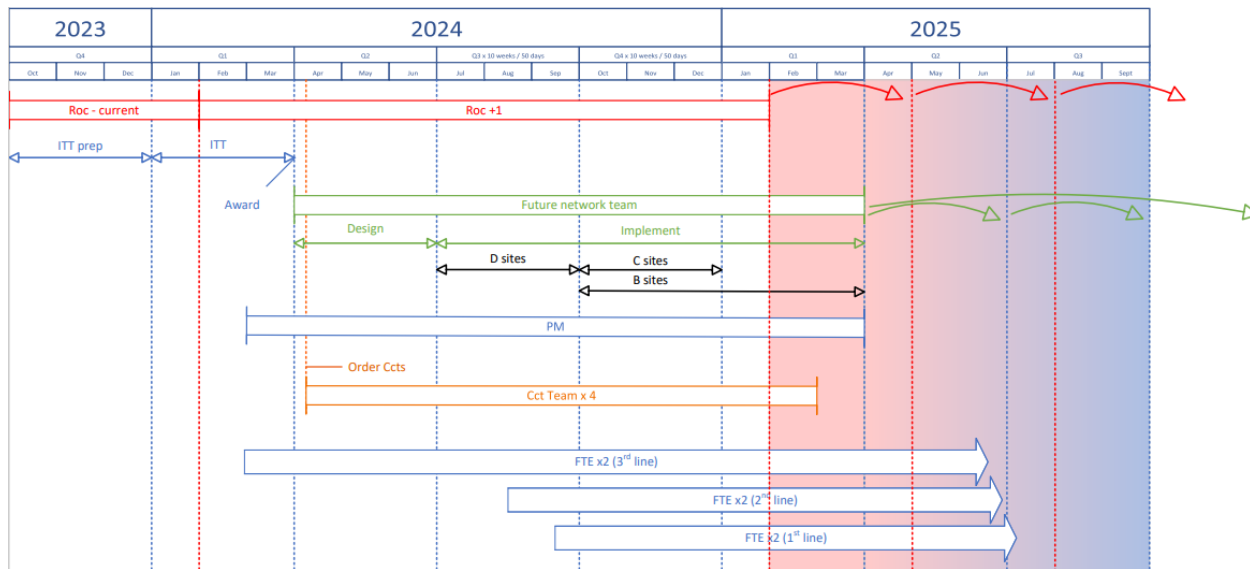
At the point we have a finalised strategy of what our future network provision should be we will need to:

- Recruit
- Design
- Build
- Test
- Deploy

The final approach for implementation has yet to be agreed. Several options are being considered, and the factors at play include:

- The extent to which the incumbent managed network service provider continues to be engaged
- Outsourcing vs insourcing certain roles
- Speed at which the network is refreshed.

The diagram demonstrates one of the options being discussed by the SLT:



7) Summary, recommendations & conclusion

- Ensure structured and compliant engagement with suppliers through to ITT.
- Ensure all technology selected in the future is vendor agnostic.
- Decouple existing network provision and suppliers and allow a period of reset and market evaluation.
- Agree this strategy is to provide a clear direction and roadmap for the future network and it is not a strategy to address existing solutions and vendors.
- Agree that the future network provision is requirements and solution orientated and not vendor constrained.
- Agree incumbent suppliers do not have contract extensions for multiple years until we have a defined procurement plan and thereby locking CoL/P into a sub-optimal technology platform for longer than is needed.
- Agree that this strategy outlines an acceptable future IT network provision for the organisation and that the programme is permitted to move into the detailed requirements gathering and ITT generation.
- The detailed ITT will come to the SLT for review and approval before going to market.

8) Version Control

f) Revision history

VERSION	DATE	AMENDED BY	SUMMARY
0.1		C. Walker	Document created
0.2		C. Walker	Updated to incorporate costs
0.3		C. Walker	Reviewed after comments at programme board
0.4		C. Walker	Feedback added
1.1	04/01/2024	T. Crombie	Minor edits to update wording and remove comments

g) Document approval

VERSION	DATE	APPROVED BY	APPROVAL STATUS (PENDING / APPROVED)
1.0	04/12/2023	Z. Ghauri	Approved

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