



Police Authority Board

Date: WEDNESDAY, 22 JANUARY 2020
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

Enquiries: Alistair MacLellan
alistair.maclellan@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

FUTURE MEETING DATES

All at 11.00am
27 February 2020
2 April 2020
14 May 2020
2 July 2020
3 September 2020
22 October 2020
26 November 2020

AGENDA

Part 1 - Public Agenda

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

Minutes and References

3. **MINUTES**
To agree the public minutes and summary of the meeting held on 28 November 2019.
For Decision
(Pages 1 - 10)

4. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.
For Information
(Pages 11 - 16)

5. **MINUTES - PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE**
To receive the draft public minutes and summary of the Professional Standards and Integrity Committee meeting held on 29 November 2019.
For Information
(Pages 17 - 22)

Finance

6. **CITY OF LONDON POLICE PROVISIONAL REVENUE AND CAPITAL BUDGET 2020/21**
Report of the Commissioner.
For Information
(Pages 23 - 36)

General Items

7. **PRESENTATION - CITY & HACKNEY SAFEGUARDING CHILDREN PARTNERSHIP**
A representative of the City & Hackney Safeguarding Children Partnership to be heard.
For Information

8. **DRAFT POLICING PLAN 2020-2023**

Report of the Commissioner.

For Decision
(Pages 37 - 60)

9. **ANNUAL REVIEW OF THE POLICE AUTHORITY BOARD TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 61 - 68)

10. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

Report of the Commissioner.

For Information
(Pages 69 - 78)

11. **QUARTERLY EQUALITY AND INCLUSION UPDATE**

Report of the Commissioner.

For Information
(Pages 79 - 82)

12. **THE MACKEY REVIEW**

Report to follow.

For Information

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

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

15. **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

Minutes and References

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 28 November 2019.

For Decision
(Pages 83 - 88)

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

For Information
(Pages 89 - 90)

18. **NON-PUBLIC MINUTES - MEDIUM-TERM FINANCIAL PLAN WORKING PARTY**
To receive the draft minutes of the Medium-Term Financial Plan (Police) Working Party meeting held on 10 January 2020.

For Information
(Pages 91 - 96)

19. **NON-PUBLIC MINUTES - PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE**
To receive the draft non-public minutes of the Professional Standards and Integrity Committee meeting held on 29 November 2019.

For Information
(Pages 97 - 102)

Finance

20. **FEES AND CHARGES - SERVICE COSTING AND PRICING - FULL COST RECOVERY MODEL FOR FUNDED UNITS**
Report of the Commissioner.

For Information
(Pages 103 - 108)

21. **RESOLUTION - CITY OF LONDON POLICE RIVER CAMERAS PROJECT**
To consider a resolution from the Health and Wellbeing Board regarding the City of London Police River Cameras Project.

For Decision
(Pages 109 - 110)

22. **PROCUREMENT WAIVER (SOLE SUPPLIER)**
Report of the Commissioner – TO FOLLOW.

For Decision

Projects

23. **GATEWAY 6 - JOINT CONTACT AND CONTROL ROOM (JCCR): TRANSFER OF CORPORATION CONTACT CENTRE**
Report of the Commissioner.

For Decision
(Pages 111 - 120)

24. **GATEWAY 6 PROGRESS: ACTION KNOW FRAUD PROGRAMME**

Report of the Commissioner – TO FOLLOW.

For Information

25. **GATEWAY 5 ISSUE: POLICE ACCOMMODATION STRATEGY: DECANT PROGRAMME BISHOPSGATE REQUEST FOR BUDGET INCREASE**

Joint report of the City Surveyor, Chamberlain and Commissioner.

For Information
(Pages 121 - 146)

General Items

26. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Information

27. **SHARED SERVICES**

The Commissioner to be heard.

For Information

28. **TRANSFORM PROGRAMME: UPDATE ON THE DEVELOPMENT OF COLP'S TARGET OPERATING MODEL (TOM) AND ALIGNED EFFICIENCIES**

Report of the Commissioner.

For Information
(Pages 147 - 168)

29. **S22 COLLABORATION AGREEMENT- INITIAL FIREARMS COMMAND PROVISION OF SERVICES**

Report of the Commissioner.

For Decision
(Pages 169 - 174)

30. **NON-PUBLIC REPORT ON ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 175 - 176)

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

Report of the Town Clerk.

For Information
(Pages 177 - 178)

32. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
33. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

POLICE AUTHORITY BOARD **Thursday, 28 November 2019**

Minutes of the meeting of the Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 28 November 2019 at 11.00 am

Present

Members:

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

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Oliver Bolton	- Deputy Head of Police Authority Team
David Mackintosh	- Head of Community Safety
John Park	- Town Clerk's Department (Communications)
Alistair MacLellan	- Town Clerk's Department
Rachael Waldron	- Town Clerk's Department
Dr Peter Kane	- Treasurer
Alistair Cook	- Head of Police Authority Finance

City of London Police Force:

Ian Dyson	- Commissioner
Alistair Sutherland	- Assistant Commissioner
Karen Baxter	- Commander (Economic Crime)
David Evans	- T/Commander (Operations and Security)
Cecilie Booth	- Chief Operating and Chief Financial Officer
David Drane	- Director of Estates and Support Services
Teresa La-Thangue	- Director of Communications
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Simon Duckworth. The Town Clerk noted that Alderman Emma Edhem would be arriving late.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that the public minutes and summary of the meeting held on 24 October 2019 be approved as a correct record.

4. **OUTSTANDING REFERENCES**

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

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

- The Town Clerk agreed to submit a report on term limits to the January 2020 meeting.

31/2019/P – Road Policing Figures

- A Member noted that the figures provided outside of the meeting had been basic and did not include accident/incident hot spots within the City. It was noted by the Member that the officer who had previously collated the figures had retired. The Commissioner agreed to provide a fuller set of figures, including hot spots, outside of the meeting.

RESOLVED, that the report be received.

5. **MINUTES - ECONOMIC CRIME COMMITTEE**

RESOLVED, that the draft public minutes and summary of the Economic Crime Committee meeting held on 18 October 2019 be received.

6. **MINUTES - PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE**

Members considered the draft public minutes and summary of the Performance and Resource Management Committee meeting held on 15 November 2019 and the following points were made.

- The Chairman of the Committee noted that Members at that meeting had scrutinised the Budget Monitoring Q2 2019/20 report and the Medium-Term Financial Plan, noting that the latter was key to ensure a balanced sustainable budget was achieved going forward.
- The Chairman added that Members had also noted the disappointing crime statistics reported under the Policing Plan 2019/20 – Performance against Measures for end Q2 report, whilst acknowledging that Extinction Rebellion policing commitments had likely had an impact on wider performance.
- Members went on to discuss the Committee's recommendation that the Police Authority Board adopt a resolution for the Audit and Risk

Management Committee that strategic project management be made a Corporate Risk, in light of the internal audit report considered at the Performance and Resource Management Committee meeting.

- A Member cautioned that the Authority's Audit and Risk Management Committee often received requests to adopt new Corporate Risks, of which there were now 17. In his view, it was arguably more effective to allow risks to be held and monitored by the Department concerned, only escalating those risks to Corporate level when they were underpinned by a strong case for doing so.
- Members noted that, whilst the Authority had strengthened the governance and oversight of strategic projects through the establishment of the Capital Buildings Committee, it would nevertheless be appropriate to move a resolution to the Audit and Risk Management Committee to suggest that it consider the adoption of strategic project management as a Corporate Risk.
- A Member noted that Members should be mindful, going forward, of their duty to scrutinise projects effectively.

RESOLVED,

- That the draft public minutes and summary of the Performance and Resource Management Committee meeting held on 15 November 2019 be received.
- That the City of London Corporation's Audit and Risk Management Committee be asked to consider whether it would be appropriate to adopt strategic project management as a Corporate Risk, considering internal audit issues highlighted regarding the Police Accommodation Programme 2012-2017 and the Fleet Street Estate Programme **(33/2019/P)**.

7. SPECIAL INTEREST AREA UPDATE

The Special Interest Area Holder (SIAH) for Community Engagement and Anti-Social Behaviour was heard, and the following points were made.

- The SIAH noted that the top three types of anti-social behaviour remained largely unchanged, with begging/vagrancy figures in particular being difficult to unpick. He welcomed the report regarding Operation Luscombe later on the agenda.
- The SIAH noted that the new community engagement body that had replaced the Community Scrutiny Group and the Independent Advisory Group had yet to meet for the first time, and that he recommended the new body and its impact should be reviewed after it had been in operation for six months i.e. in May 2020 at which point he proposed looking at community engagement in greater depth as part of his next SIA update **(34/2019/P)**.

8. **ANNUAL STOP AND SEARCH UPDATE 2018-19**

Members considered an annual update report of the Commissioner regarding Stop and Search 2018/19 and the following points were made.

- The T/Commander (Operations) highlighted the Force's highest arrest rate for any force nationally with 32% of searches leading to an arrest. He noted that the Force had been making improvements against the HMICFRS recommendations concerning Stop and Search.
- A Member noted that the Force should push for the stop and search benchmark to be set against the wider London (rather than City) population, as per the point in the report that the majority of stop and search candidates in the City came from wider London, rather than the City's residential population. The T/Commander welcomed the comment but noted that unfortunately this was not a publishable metric at present. The Chairman noted that he would raise this point with Her Majesty's Inspector **(35/2019/P)**.
- The Commissioner noted that the Government had adopted a more pro-stop and search position, and highlighted that the tactic had a preventative value as well as leading to arrests i.e. a stop and search on a group of five persons had the potential to lead to only one arrest of an individual carrying a knife, but served to deter the remaining four.
- A Member noted that however disproportional stop and search figures were, it was important that the Force did not lose sight of the wider community's experience of police interaction.
- In response to a question, the Assistant Commissioner reassured Members that the complaints referenced within the report were not serious enough to warrant IOPC involvement and are submitted to the Board's Professional Standards and Integrity Committee for scrutiny, as per standard practice.
- A Member noted that the number of stop and searches not being recorded properly stood at around 25% and queried whether this could be regarded an acceptable figure. The T/Commander (Operations) noted that a properly recorded search was one where three reasons were recorded, whereas some searches were deemed necessary for one or two reasons and therefore did not meet the necessary threshold.

RESOLVED, that the report be received.

9. **ANNUAL UPDATE ON THE CUSTODY OF VULNERABLE PERSONS (YOUNG PERSONS, CHILDREN AND MENTAL HEALTH)**

Members considered an annual update report of the Commissioner regarding the Custody of Vulnerable Persons (Young Persons, Children and Mental Health) and the following points were made.

- The T/Commander (Operations) noted that no City residents were among those detained but that nevertheless the City as the local authority was obliged to provide accommodation when a child was transferred out of custody. The Chairman requested that City of London Police Authority undertake a review of its local authority provision to ensure it was appropriate for vulnerable persons in Force custody i.e. it was readily available and, if provided elsewhere within London, was suitably close to the City **(36/2019/P)**.
- The T/Commander (Operations) added that HMICFRS had identified the lack of exercise provision for those in custody at Bishopsgate Police Station as a Red risk, and the Commissioner had therefore directed that this be reviewed with a view to exploring the options for providing suitable provision. The Commissioner agreed that this be made an outstanding reference to allow the Board to satisfy itself that efforts were being made to address the risk **(37/2019/P)**.
- In response to a question, the T/Commander (Operations) confirmed that figures for children and young persons in custody were already being collated for 2019/20 and committed to providing these outside of the meeting **(38/2019/P)**.
- In response to a question the T/Commander (Operations) noted that funding for Mental Health Street Triage was available up until March 2020. The Commissioner added that a review and decision was yet to take place at Force level on whether the Triage approach would continue beyond that date.

RESOLVED, that the report be received.

10. **OPERATION LUSCOMBE REVIEW**

Members considered a review report of the Commissioner regarding Operation Luscombe and the following points were made.

- The T/Commander (Operations) commended the officers involved in the delivery of Operation Luscombe and noted that, going forward, a greater emphasis would be placed on identifying, with partner, qualitative outcomes of Luscombe.
- In response to a question, the T/Commander (Operations) agreed to confirm whether the figures within the report referred to begging or begging & vagrancy; whether British Transport Police figures were included; and what the proposed timeline for review and funding was **(39/2019/P)**.

RESOLVED, that the report be received.

11. SEEKING A PUBLIC SPACE PROTECTION ORDER - LONDON MARATHON RELATED DISORDER

Members considered a report of the Head of Community Safety regarding the seeking of a Public Space Protection Order – London Marathon Related Disorder and the following points were made.

- The Chairman noted that consultation on the Order would commence once the General Election had taken place and would be concluded by the end of January 2020.
- The T/Commander (Operations) supported the proposal, noting that the level of policing required in previous years for that event was disproportionately high.
- The Commissioner noted that the ability of the Force or the Authority to charge Virgin London Marathon for associated policing costs was hindered by several legal challenges nationwide regarding the charging of event organisers for associated costs.

RESOLVED, that the report be received.

12. BUDGET MONITORING MONTH Q2 2019/20

Members considered a report of the Commissioner regarding Budget Monitoring Month Q2 2019/20 and the following points were made.

- The Commissioner noted the shift in forecast outlined within the report and reminded Members that, in financial terms, this had been a challenging year for the Force, and it remained so.
- The Chairman of the Performance and Resource Management Committee noted that his Committee had highlighted the £2.3m non-pay costs and their potential to impact on the Medium-Term Financial Plan. The Commissioner noted that the Force had, to date, been focusing on pay costs but would now move its focus to these non-pay costs.
- The Treasurer welcomed the work done to date but emphasised that a deficit remained and that the use of reserves, or short-term savings, were only one-off solutions to address this.
- In response to a question, the Commissioner noted that the current allocation of 44 posts to CoLP under the Home Officer uplift scheme was year one of a three-year programme.
- In response to a question, the Chief Financial and Chief Operating Officer agreed to confirm the reasons for the projected £1.8m variance described in table 2 outside of the meeting **(40/2019/P)**.
- A Member expressed the hope that the current round of recruitment would be utilised as an opportunity to improve the Force's gender and Black and Minority Ethnic (BAME) profiles.

RESOLVED, that the report be received.

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

In response to a question regarding what level of resources would be appropriate to overcome the current backlog of vetting within the Force, the Assistant Commissioner replied that 123 applications were currently being considered, ranging from basic vetting up to Developed Vetting and part of the vetting process was reliant upon the FCO to undertake the relevant checks which often added to the length of the process. The Assistant Commissioner highlighted that the Force was prioritising according to operational need and was also recruiting on a risk managed basis (so posts were being filled whilst the vetting was taking place). Additionally, a further vetting officer was being recruited to assist with current cases. The Chairman added that it was often the case that applicants were also tardy in supplying information in a timely fashion, which lent delays to the process.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was one late report.

1a. Ethical Economic Partnerships Policy

Members considered a joint report of the Commissioner and the Chief Executive regarding an Ethical Economic Partnerships Policy. Members noted that the report would also be submitted to the Board's Professional Standards and Integrity Committee.

RESOLVED, that

- The Force should consult at the earliest opportunity with the Chairman and Deputy Chairman of the Police Authority Board, and the Chief Executive of the Police Authority, about the legal form, financial value and reputational risk of any potential external economic partnership prior to this being formalised by the Force, including where appropriate taking any decision to the Police Authority Board;
- The Force should publish a register of organisations that the Force is in partnership with, including high level details; and
- The Force should provide an annual report to the Police Authority Board on its external partnerships.

15. EXCLUSION OF THE PUBLIC

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

16. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 24 October 2019 be approved as a correct record subject to an amendment being made.
17. **NON-PUBLIC OUTSTANDING REFERENCES**
Members considered a joint report of the Town Clerk and Commissioner regarding non-public outstanding references.
18. **NON-PUBLIC MINUTES - ECONOMIC CRIME COMMITTEE**
RESOLVED, that the draft non-public minutes of the Economic Crime Committee meeting held on 18 October 2019 be received.
19. **NON-PUBLIC MINUTES - POLICE ACCOMMODATION WORKING PARTY**
RESOLVED, that the draft non-public minutes of the Police Accommodation Working Party meeting held on 14 November 2019 be received.
20. **NON-PUBLIC MINUTES - PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE**
RESOLVED, that the draft non-public minutes of the Performance and Resource Management Committee meeting held on 15 November 2019 be received.
21. **COMMISSIONER'S UPDATES**
Members agreed that the order of items on the agenda should be amended so that Item 24 (Commissioner's Updates) was considered next.
- The Commissioner & Chief Officers were heard regarding current issues faced by the Force.
22. **CITY OF LONDON POLICE MEDIUM TERM FINANCIAL PLAN UPDATE**
Members considered an update report of the Treasurer regarding the Medium-Term Financial Plan.
23. **FUNDING THE CAPITAL PROGRAMME - CITY OF LONDON POLICE AUTHORITY AND CITY OF LONDON POLICE FORCE**
Members considered a report of the Commissioner regarding Funding the Capital Programme – City of London Police Authority and City of London Police Force.
24. **FEES AND CHARGES - SERVICE COSTING AND PRICING UPDATE**
Members considered an update report of the Commissioner regarding Fees and Charges – Service Cost and Pricing.
- RESOLVED**, that given two hours had elapsed since the start of the meeting, Members agree to extend the meeting until the conclusion of business on the agenda in line with Standing Order 40 of the Court of Common Council.
25. **TRANSFORM - HIGH LEVEL TARGET OPERATING MODEL DESIGN**
Members considered a report of the Commissioner regarding Transform – High Level Target Operating Model Design.

ANNUAL HEALTH AND SAFETY UPDATE

Members considered a report of the Commissioner regarding the Annual Health & Safety Update.

27. COMMERCIAL PARTNERSHIPS

The Town Clerk noted that this report had been moved into public session (and retitled) at Item 14(a).

28. WAIVER REPORT: HRAT SPECIALIST TRAINING

Members considered a waiver report of the Commissioner regarding HRAT Specialist Training.

29. CITY OF LONDON POLICE VEHICLE FLEET REPLACEMENT UPDATE

Members considered an update report of the Commissioner regarding City of London Police Vehicle Fleet Replacement.

30. NON-PUBLIC REPORT ON ACTION TAKEN

Members considered a non-public report on action taken.

31. REQUEST FOR DELEGATED AUTHORITY - ACTION/KNOW FRAUD PROGRAMME

Members considered a report of the Commissioner regarding a request for delegated authority for the Action/Know Fraud Programme.

32. GATEWAY 1/2/3/4 - AIRWAVE NETWORK REFRESH

Members considered a Gateway 1/2/3/4 report of the Commissioner regarding Airwave Network Refresh.

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

There was one non-public question.

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

There was one item of urgent business.

The meeting ended at 1.19 pm

Chairman

Contact Officer: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

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CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

3/2018/P	1 November 2018 Item 6 – Annual Review of Fees and Charges	Report to be submitted to Members setting out instances where fees and charges have not been imposed and the reasons for this.	Commissioner of Police	COMPLETE Report on agenda
15/2018/P	Item 4 Outstanding References	Barbican CCTV will form part of Secure City Programme when CCTV is reviewed in the round.	Commissioner of Police	DUE SIX MONTHS POST-CROSSRAIL OPENING
7/2019/P	Item 11 ATTRO Review 2018	Report on whether ATTRO remains appropriate tool to be submitted to Members.	Director of the Built Environment	DUE FEBRUARY 2020
17/2019/P	May 2019 Item 9 Appointment of Committees	Options paper to be submitted to Police Authority Board regarding maximum term limits for Police Authority Members	Town Clerk	COMPLETE Report on agenda
24/2019/P	May 2019 Item 16 Public Question	Force/Authority to liaise with City of London Corporation regarding potential for Authority to meet cost on behalf of Force of charging to HRA for Middlesex Street Car Park	Commissioner / Treasurer	COMPLETE A letter was sent from the Commissioner to the Chamberlain on the 17 December 2019.

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

29/2019/P	October 2019 Item 5 PSI Committee Minutes	Visits Schedule for Members to be developed.	Town Clerk in consultation with the Commissioner	<p>UPDATE</p> <p>Member visits have been scheduled for Professional Standards Directorate Site Visit for Members of Professional Standards and Integrity Committee (19 February 2020) and Action Fraud/National Fraud Intelligence Bureau Site Visit for Members of Economic Crime Committee and Projects Sub-Committee (25 February 2020).</p> <p>A more developed visits schedule will be drawn up on consultation with the Chairman/Deputy Chairman/SIA Members and submitted to the February 2020 meeting, as appropriate.</p>
30/2019/P	October 2019 Item 8 Quarterly Community Engagement Update	Cyber Griffin-Evaluation report on outcomes to be submitted to the January Cyber Griffin Oversight Board and then to February PAB	Commissioner/ Chief Exec	DUE FEBRUARY 2020

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

31/2019/P	October 2019 Item 8 Quarterly Community Engagement Update	Lead Member for Road Safety acknowledged figures sent but asked for further fuller breakdown and analysis including repeat locations. and to be circulated to Police Authority Board	Commissioner of Police	UPDATE City of London Police is currently reviewing all Roads-related local stats and how they are collected, collated and analysed. City of London Police is keen to continue the collection and collation of key data and has met with colleagues from City of London Corporation's Department of the Built Environment to discuss the future requirement. The stats will form part of the update on the Road Danger Reduction Plan Report to be tabled at the February Police Authority Board.
32/2019/P	October 2019 Item 8 Quarterly Community Engagement Update	Annual update on Road Danger Reduction Plan to be submitted to include elements on cycling education and enforcement in the City of London.	Commissioner / Director of the Built Environment	DUE FEBRUARY 2020

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

34/2019/P	November 2019 Item 6 Minutes – Performance and Resource Management Committee – November 2019	Resolution regarding potential adoption of strategic project management as a City of London Corporate Risk to be submitted to the Corporation's Audit and Risk Committee	Town Clerk	COMPLETE Submitted for consideration at Audit and Risk Management Committee at its 28 January 2020 meeting.
35/2019/P	November 2019 Item 7 – Special Interest Area Update	Review of new Community Scrutiny body to be submitted to the Board in May 2020	Commissioner of Police	DUE MAY 2020
36/2019/P	November 2019 Item 8 – Annual Stop and Search Update	Chairman to (1) highlight with HMICFRS use of resident population vs non-resident population of the City when assessing City of London Police- related statistics and (2) discuss reasons underpinning number of unrecorded Stop & Searches	Town Clerk in consultation with the Commissioner	COMPLETE The Chairman shared these points with HMI in December 2019, and HMI agreed to share them with his team.

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

38/2019/P	November 2019 Item 9 – Annual Update on Custody of Vulnerable Persons	Police Authority Board to be updated on progress on options for provision of exercise yard at Bishopsgate Police Station	Commissioner of Police	UPDATE Following the agreement from the City of London Police Accommodation Board, Estates are reviewing the options within Bishopsgate for the relocation of certain units to allow the potential for an exercise yard to be developed within the rear area of Bishopsgate. Current status: Concept layout plan – due February 2020 Feasibility / cost plan – due Feb / March 2020 Funding- yet to be agreed Works start date- TBC Works completion date TBC
39/2019/P	November 2019 Item 9 – Annual Update on Custody of Vulnerable Persons	Police Authority to review provision (and scope for provision in neighbouring local authority area) of secure overnight accommodation if required for children and young persons who are detained initially at Bishopsgate Police Station	Town Clerk	COMPLETED Community & Children’s Services and the Force have agreed new arrangements that will ensure access to overnight accommodation for children & young people, when required.

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

40/2019/P	November 2019 Item 9 – Annual Update on Custody of Vulnerable Persons	Police Authority Board to be provided with data regarding custody of Children and young persons for 2019/20 to date	Commissioner of Police	COMPLETE Response issued to Members by email on 20 December 2019 at 10.44am (although subject line mistitled as 38/2019/P).
41/2019/P	November 2019 Item 12 – Budget Monitoring Q2	Police Authority Board to be provided with reason for £1.8m variance in the Specific Grant line, Table 2, highlighted within report.	Commissioner of Police	COMPLETE Response issued to Members by email on 17 December 2019 at 3.44pm.

**PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE OF THE POLICE
AUTHORITY BOARD
Friday, 29 November 2019**

Minutes of the meeting of the Professional Standards and Integrity Committee of the Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 29 November 2019 at 11.00 am

Present

Members:

Alderman Alison Gowman (Chair)
Caroline Addy
Nicholas Bensted-Smith
Tijs Broeke
Mia Campbell
Alderman Emma Edhem
Deborah Oliver
James Tumbridge

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Oliver Bolton	- Deputy Head of Police Authority Team
Alistair MacLellan	- Town Clerk's Department
Rachael Waldron	- Town Clerk's Department
Tarjinder Phull	- Comptroller and City Solicitor's Department

City of London Police Force:

Alistair Sutherland	- Assistant Commissioner
Angie Rogers	- Head of Professional Standards
Stuart Phoenix	- Head of Strategic Development

1. APOLOGIES

Apologies were received from Doug Barrow and Deputy James Thomson.

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

Deborah Oliver noted an interest in Item 20 (Employment Tribunal and Other Cases) as her employer was the British Medical Association. James Tumbridge noted in relation to Item 20 that he sat on Police tribunals outside the City of London area.

3. MINUTES

RESOLVED, that the public minutes and summary of the meeting held on 18 September 2019 be approved.

4. PUBLIC REFERENCES

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

8/2019/P – Reference to Stop and Search in Force Communications Plan

- The Assistant Commissioner noted that the Annual Report on Stop and Search considered by the Police Authority Board would be circulated to Members of the Committee outside of the meeting, and the reference closed prior to March 2020.

12/2019/P – Predictive Policing Methods

- The Assistant Commissioner noted that a report on this issue would be submitted to the next meeting.

13/2019/P – Communication of Anti-Corruption Measures

- The Head of the Professional Standards noted that further communications activity was planned and that this reference would be closed prior to the next meeting.

RESOLVED, that the report be received.

5. POLICE AUTHORITY PROCESS FOR HANDLING THE COMPLAINTS APPEALS PROCESS

Members considered a report of the Town Clerk regarding the Police Authority process for handling Complaints Appeals and the following points were made.

- Members welcomed the options presented within the report but felt that it would be more efficient to adopt a model whereby the entire membership of the Committee formed a pool from which a Review Panel could be convened.
- The Chair noted that the new process should be reviewed after three months of operation to ensure it was working effectively **(17/2019/P)**. Members should also be offered relevant training.
- The Chair concluded by noting that the authority to make a determination should lie with the Review Panel.

RESOLVED, that Members

- Approve that a Review Panel be established as and when required, consisting of the Chair and two other Members of the Committee, or any three Members of the Committee in the event the Chair being unavailable.
- Approve that authority to make a determination lie with the Review Panel by majority decision.

6. **PUBLIC COMMITTEE REPORT CPS FILE FAILURES**

Members considered a report of the Commissioner regarding Crown Prosecution Service File Failures and the following points were made.

- The Head of Professional Standards noted that CPS file failure was a national issue and individual cases were often down to factors such as not submitting CCTV evidence in good time, which had now been rectified. Moreover, a small number of cases could seem disproportionately high when viewed in percentage terms.
- In response to a question, the Head of Professional Standards noted that failure was defined as a missed target rather than a prosecution being abandoned. She committed to confirming how many prosecutions were abandoned due to file failures outside of the meeting **(18/2019/P)**.
- In response to a question, the Head of Professional Standards replied that 'real time' expert advice from the Evidence Review Officer (ERO) in the Uniform Policing Directorate involved the ERO sitting with officers on request to provide advice and guidance on file preparation.
- Members queried whether Extinction Rebellion policing commitments were the reason for the increase in file failures for the month of September 2019.
- In response to a question, the Head of Professional Standards replied that Transform would come into effect from April 2020.
- Members requested that a further report on file failures be prepared for the Committee which included a definition on what constituted a file failure and an analysis of the impact of file failures **(19/2019/P)**.

RESOLVED, that the report be received.

7. **FORCE RESPONSE TO HMICFRS REPORT: PEEL SPOTLIGHT REPORT, SHINING A LIGHT ON BETRAYAL (ABUSE OF POSITION FOR SEXUAL PURPOSE)**

Members considered a report of the Commissioner regarding the Force response to the HMICFRS PEEL spotlight report *Shining a Light on Betrayal* (Abuse of Position for Sexual Purpose) and the following points were made.

- The Head of Strategic Development noted that the report detailed progress on issues highlighted by the 2017 PEEL spotlight report. This included work around counter-corruption capacity and the proper use of software and effective vetting.
- In response to a question, the Head of Strategic Development noted that corruption intelligence not being recorded correctly was commonly due to insufficient training in the proper use of software rather than any other factor.

RESOLVED, that the report be received.

8. INTEGRITY DASHBOARD AND CODE OF ETHICS UPDATE

Members considered an update report of the Commissioner regarding the Integrity Dashboard and the Code of Ethics and the following points were made.

Integrity Dashboard 2019/20 Q2

- The Chair commented that much of the data within the dashboard related to historic cases and this should be clarified in future iterations of the dashboard. Moreover, indicators should be given more clarity on how they related to ethics **(20/2019/P)**.
- In response to a question, the Head of Strategic Development confirmed that the data regarding Learning and Development indicators was satisfactory and that percentage data would be clarified in future reports **(20/2019/P)**.
- In response to a question, the Head of Professional Standards noted that the 15 officers trained in Stop and Search represented new arrivals to the Force.
- The Assistant Commissioner confirmed that it was possible for officers to fail courses.
- The Head of Strategic Development noted that random drug testing had recently been transferred from Learning & Development to the Professional Standards Directorate and completed.

Police Integrity Development and Delivery Plan Report 2019/20 – November 2019 Update

- In response to a question, the Head of Strategic Development noted that peer review results were forthcoming that would inform the Force's decision on whether to take part in the 'Ethical Drift' survey.
- In response to a question, the Head of Strategic Development noted that peer review of organisational integrity arrangements was part of an ongoing network offer.

RESOLVED, that the report be received.

8.1 Integrity Dashboard 2019/20 Q2

RESOLVED, that the Integrity Dashboard 2019/20 Q2 be received.

**8.2 Police Integrity Development and Delivery Plan Report 2019/20
November 2019 Update**

RESOLVED, that the Police Integrity Development and Delivery Plan Report 2019/20 – November 2019 be received.

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

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was one item of other business.

10.1 Ethical Economic Partnerships Policy

Members considered a joint report of the Commissioner and the Chief Executive regarding an Ethical Economic Partnerships Policy. The Chair welcomed the report and noted that the Committee would review the policy in a year's time (**21/2019/P**).

RESOLVED, that the report be received.

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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

12. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 18 September 2019 be approved as a correct record.

12.1 Non-Public Matter Arising

Members considered a non-public matter arising from a previous meeting.

12.2 Non-Public Reference 10

Members agreed to vary the order of items on the agenda so that Item 13(a) – Non-Public Reference 10 was considered next.

13. NON-PUBLIC REFERENCES

14. EMPLOYMENT TRIBUNAL AND OTHER LEGAL CASES

Members agreed to vary the order of items on the agenda so that Item 14 (Employment Tribunal and other Legal Cases) was considered next.

14.1 11/2019/P - Review of Speed Camera Activations

Members considered Item 13(b) – Review of Speed Camera Activations next.

15. **PROFESSIONAL STANDARDS STATISTICS – QUARTER 2 – 1 JULY 2019 – 30 SEPTEMBER 2019**

Members considered a report of the Commissioner regarding Professional Standards Statistics – Quarter 2 – 1 July 2019 – 30 September 2019.

16. **PROFESSIONAL STANDARDS DIRECTORATE - SUMMARY OF CASES**

Members considered a report of the Commissioner providing a summary of cases before the Professional Standards Directorate.

16.1 **Hearing/Meeting Held**

Members considered cases involving a Hearing or where a meeting was held.

16.2 **Case to Answer/Upheld**

Members considered a report on cases where there was a case to answer/upheld.

16.3 **No Case to Answer/Not Upheld**

Members considered a report on cases where there was no case to answer/hot upheld.

16.4 **Local Resolution**

Members considered a report on cases dealt with via local resolution.

17. **IOPC COMPLAINTS INFORMATION BULLETIN - 1 APRIL 2019 - 30 SEPTEMBER 2019**

Members considered the IOPC Complaints Information Bulletin for 1 April 2019 – 30 September 2019.

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

There were no non-public questions.

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

There was no other business.

The meeting ended at 12.50 pm

Chairman

Contact Officer: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

Committee(s) Medium Term Financial Plan(MTFP) Working Party Police Authority Board	Date(s): 10 th January 2020 22 nd January 2020
Subject: CoLP Provisional Revenue and Capital Budget 2020/21	Public
Report of: Commissioner of Police Pol 03-20	For Information
Report author: Cecilie Booth, Chief Operating and Finance Officer	

Summary

This report sets out the provisional revenue budget for 2020/21, for subsequent submission to the Finance Committee.

The Medium Term Financial Plan (MTFP) has been updated during 2019 with joint working between the Police Authority and the Force. The updated MTFP was presented to the Police Authority Board in November 2019, showing a deficit of £0.5m. This budget gap has now been closed for 2020/21, and there are residual deficits of approximately £3m p.a. thereafter over the life of the plan. This includes an increase in resource allocation to accommodate the growth bid of 67 new posts at a cost of £5.4m from the 2020/21 financial year.

During 2019/20, a full deep dive review has been undertaken of all police budget areas, both pay and non-pay. A Full Cost Recovery model is now in place, which will be applied to funded units and commercial / non-core activity wherever possible.

The police funding settlement is expected at the end of January 2020, and at that stage the final financial position will be established.

Recommendation(s)

That Members note this report and the provisional 2020/21 revenue budget

Main Report

Background and Current Position

1. The starting point for the 2020/21 revenue budget is based on comparable activity and resourcing levels to the 2019/20 budget, with an agreed establishment of:

840 officers
518 staff

2. The above includes 67 new posts as approved in the 2018/19 growth bid, but not the 44 new officers, which is the CoLP share of the 20,000 national police officer uplift.
3. An update on the Medium Term Financial Plan (MTFP) was presented to the Police Authority Board in November 2019, where Members noted the current financial position.

Latest Revenue Budget for 2019/20 and Projected Outturn

4. The Quarter 2 budget monitoring report presented to Police Authority Board in November 2019 projected a year end overspend of approximately £2.2m, which includes the full year effect of the unexpected increase in the employers' contribution to police officers pension to 31%. The actual outturn for the current year may improve further during the final part of the financial year, an updated position for Quarter 3 report will be presented to Police Authority Board in February 2020. The Q2 summary position is outlined in Table 1 below, with a detailed breakdown in Appendix 1.

Table 1

	2019/20 Budget £m	Budget YTD £m	Actual YTD £m	Variance YTD £m	Projected Outturn £m	Projected Variance £m
Total Pay	101.7	50.9	39.1	(11.8)	100.2	(1.5)
Non-Pay	39.7	19.9	22.5	2.7	42.0	2.3
Total Expenditure	141.4	70.7	61.6	(9.1)	142.3	0.8
Total Income	(67.9)	(34.0)	(27.3)	6.7	(66.6)	1.4
Funding	(73.5)	(36.7)	(36.7)	0.0	(73.5)	0.0
Total	0.0	0.0	(2.4)	(2.4)	2.2	2.2

Latest Revenue Budget 2019/20 and Proposed Revenue Budget for 2020/21

5. The 2020/21 revenue budget is summarised in Table 2 below. Further details are provided in Appendix 2 and 3. Expenditure and adverse variances are presented in brackets.
6. As shown in Appendix 1 and 2, the pay budget has increased from £98m in 2019/20 to £112m in 2020/21. The main reasons for this are:
 - a. Increased workforce
 - b. Pay awards and pay progression
 - c. Increased pension costs
 - d. Vacancy factor of £1.7m across the workforce (£3.7m in 2019/20)

7. There is a movement between Supplies and Services and Third Party Payments, the reason for this is simply the re-allocation of costs between these two budget lines.

Table 2 - Revenue Budget

	Original Budget 2019/20 £m	Proposed Budget 2020/21 £m
Expenditure	(134.1)	(146.8)
Income	61.4	65.9
Total Net Expenditure	(72.7)	(80.9)
Funded by:		
Core Grant	57.1	58.1
Premium	13.0	13.8
Precept Grant	2.7	2.7
Home Office Pension Grant	0.0	0.8
Contact Centre	0.0	0.6
Capital Priorities Financing	0.0	(0.5)
CoL funding of growth	0.0	5.4
Resources (Cash Limit)	72.7	80.9
Funding Gap	0.0	0.0
Transfer from Reserves	0.0	0.0
Net Funding Gap (cover required from City Fund)	0.0	0.0

8. The above is subject to external settlement and approval of the proposed budget.
9. The budget does not include annual costs of £242,000 relating to the use of Middlesex Street Car Park as part of the accommodation programme. The Commissioner has written to the Chamberlain to ask for an uplift in the budget to cover these additional costs as referenced in at your November Board (See OR /24/2019/P).

Income

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

Table 4 - 2020/21 Income and Funding Streams

Income Type	Name	Total £'000
Specific grants	Police Pensions Grant	(i)(23,000)
	Counter Terrorism Policy Grant	(6,268)
	Action Fraud Managed Service	(5,500)
	National Cyber Security Programme	(5,410)
	Action Fraud National Fraud Intelligence Bureau	(4,000)
	National Lead Force	(2,500)
	Economic Crime Capability Development	(1,472)
	Regional Organised Crime Unit Coordinator	(90)
	Other	(144)
Specific grants Total		(48,384)
Partnership	Insurance Fraud Enforcement Department (IFED)	(4,123)
	Dedicated Card & Payment Crime Unit (DCPCU)	(2,570)
	Police Intellectual Property Crime Unit (PIPCU)	(2,053)
	Police Transport Grant	(1,884)
	Cyber Griffin	(450)
	Lloyd's Partnership	(409)
	Late Night Levy	(300)
	Policing the Bridges	(290)
	London Safety Camera Partnership	(269)
	Economic Crime Victim Care Unit	(210)
	Tower Bridge	(92)
	Volunteer Police Cadets	(5)
Partnership Total		(12,655)
Fees & Charges	Academy Income Budget	(1,204)
	Counter Terrorism - Bank of England	(1,000)
	Proceeds of Crime Act (POCA)	(600)
	Capital - Salaries recharge	(516)
	International Training and Development Team	(450)
	Counter Terrorism	(160)
	Other	(911)
Fees & Charges Total		(4,841)
Grand Total		(65,881)

Note:

- (i) £23m Police Pension grant relates to the contribution to the Officers pension scheme which is fully funded by Home Office grant. This has increased from £20.4m in 2019/20 to £23m in 2020/21. Additionally, the 2020/21 budget incorporates the 2019/20 increase in employer contribution rates for officers to 31% and £1m additional costs will be recharged to funders.

Capital Programme

11. New arrangements for financing the Capital Programme have been introduced from 2020/21. Capital expenditure (excluding Secure City and the Accommodation Programme) will be funded from a loan arrangement between COL and CoLP, with an annual borrowing cap of £5m. The proposed 5 year Capital Programme summary is shown in Table 5 below and the detailed Capital programme can be found in Appendix 4.

Table 5

Proposed 5 year Capital Programme

	Capital Requirements					
	2019/20	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
IT		4,103	2,668	1,961	0	8,732
Equipment		151	0	0	0	151
Fleet		250	250	250	250	1,000
Accommodation		100	50	25	10	185
TOTAL	-	4,605	2,968	2,236	260	10,068
ESMCP 19/20		0	2,440	2,815	1,232	6,486
TOTAL 2020/21 BIDS	-	4,605	5,407	5,051	1,492	16,555

Transform Programme

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

The following high-level benefits were agreed:

- Improved effectiveness
- Improved efficiency
- Improved legitimacy

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

14. The financial implications (savings) identified through the Transform Programme have been incorporated in the 2020/21 Savings Tracker (totalling £5.7m), as shown in Appendix 5. A working party has been established to

oversee and monitor the Savings Tracker, and regular updates will be presented to Members via the quarterly budget monitoring reports.

Reserves

15. Police General Reserves were fully utilised in 2018/19.

16. It is anticipated that the Proceeds of Crime Act (POCA) reserve will be fully utilised in 2019/20 to fund the half year effect of the growth bid and if possible, other residual overspends.

Cecilie Booth

Chief Finance and Operating Officer

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Appendix 1

2019/20 Detailed Revenue Budget and Projected Outturn with Proposed 2020/21 Budget

	19/20 Latest Budget £m	Budget YTD £m	Actual (Q2 YTD) £m	Variance YTD £m	Forecast £m	Projected Variance £m	20/21 Budget £m
Pay							
Officers – net	49.7	24.9	25.2	0.4	49.8	0.1	58.1
Staff – net	24.9	12.5	11.4	(1.1)	23.0	(1.9)	25.9
Overtime	2.0	1.0	1.1	0.1	3.1	1.1	2.0
Agency	2.4	1.2	0.9	(0.3)	2.1	(0.3)	1.3
Indirect employee costs	2.2	1.1	0.5	(0.6)	1.7	(0.5)	2.2
Pensions Contrib.	20.4	10.2	0.0	(10.2)	20.4	0.0	23.0
Total Pay	101.7	50.9	39.1	(11.8)	100.2	(1.5)	112.5
Non-Pay	39.7	19.9	22.5	2.7	42.0	2.3	34.3
Total Expenditure	141.4	70.7	61.6	(9.1)	142.3	0.8	146.8
Income							
Specific Grant	(52.2)	(26.1)	(21.7)	4.4	(50.4)	1.8	(48.5)
Partnership	(12.5)	(6.3)	(4.6)	1.7	(12.5)	0.0	(12.7)
Fees & Charges	(3.2)	(1.6)	(1.0)	0.6	(3.6)	(0.4)	(4.7)
Total Income	(67.9)	(34.0)	(27.3)	6.7	(66.6)	1.4	(65.9)
Funding	(73.5)	(36.7)	(36.7)	0.0	(73.5)	0.0	(80.9)
Underlying Deficit	0.0	0.0	(2.4)	(2.4)	2.2	2.2	(0.0)
Use of reserves	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Revised Deficit (pre-mitigation)	0.0	0.0	(2.4)	(2.4)	2.2	2.2	(0.0)

Appendix 2

Revenue Budgets 2019/20 to 2020/21

	Original Budget 2019/20 £m	Proposed Budget 2020/21 £m
Expenditure		
Employees	(98.9)	(112.5)
Premises	(3.6)	(2.6)
Transport	(1.4)	(1.9)
Supplies and Services	(11.0)	(19.9)
Third Party Payments	(20.4)	(8.8)
Revenue Contribution to Capital	0.0	0.0
Central Support Services & Capital Charges	(3.6)	(3.5)
Charges across Funds	0.1	0.1
Cashable savings target (Unallocated)	4.6	2.3
Total Expenditure	(134.1)	(146.8)
Income		
Government Grants	46.6	48.5
Other Grants, Reimbursements & Contributions	11.8	12.7
Customer, Client Receipts	3.1	4.7
Total Income	61.4	65.9
Net Expenditure before transfer from Reserves	(72.7)	(80.9)
Funded by:		
Core Grant	57.1	58.1
Business Rates Premium	13.0	13.8
Precept Grant	2.7	2.7
Home Office Pension Grant	0.0	0.8
Contact Centre	0.0	0.6
Capital Priorities Financing	0.0	(0.5)
CoL funding of growth	0.0	5.4
	72.7	80.9
Deficit	0.0	(0.0)
Transfer from Reserves	0.0	0.0
Total Net Expenditure	0.0	(0.0)
Estimated General Reserve at 31 March	0.0	0.0

Appendix 3

Support Services and Capital Charges

Support Services & Capital Charges from/to Police Committee	Original Budget 2019/20 £'000	Proposed Budget 2020/21 £'000	Note Ref
Support Services and Capital Charges			
City Surveyor's Employee Recharge	198	135	
Insurance	402	401	
IT Recharges – Chamberlain	427	357	
Capital Charges	5,655	5,655	
Capital Contras	(5,590)	(5,590)	
Notional capital charges	0	0	
Admin Buildings	1,051	1,387	(i)
Support Services	1,412	1,201	(ii)
Total	3,555	3,546	
Recharges Within Fund			
Licence fees – Port Health & Environmental Services Committee	18	18	
Total	18	18	
Recharges Across Funds			
Heating Recharge - Finance - Guildhall Admin	90	90	
Policing the Bridges	(242)	(242)	
Remembrancer's Recharge - Policy & Resources - City's Cash	22	22	
Total	(130)	(130)	
TOTAL POLICE COMMITTEE	3,443	3,434	

Notes:

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

Detailed Proposed 5 year Capital Programme

No.	Directorate	Category	Need: Brief Outline of what you want	Capital Requirements					Total
				2019/20	2020/21	2021/22	2022/23	2023/24	
8	I&I	IT	PowerBI – a Forcewide self-service data analytics and performance management tool which would sit over our operational crime data, department, unit and individual officer performance reports		84,000				84,000
9	I&I	IT	NHS Custody link		30,000				30,000
10	Crime	IT	New module for Chronicle system – PIP module to accurately record and monitor PIP status for accredited detective across CoLP.		40,000				40,000
11	Crime	IT	E Discovery tool - forcewide solution for recovery of large volumes of data. Network distribution solution for the force dealing with complex disclosure issues.		300,000				300,000
12	BSD	IT	This is the unfunded value outstanding from 2019/20- I have just split it across three years for the purposes of calculating affordability. See Appendix 3		2,085,000	2,390,000	1,950,000		6,425,000
13	BSD	IT	Oracle 12.2 platform upgrade		119,700	277,500	11,200		408,400
14	UPD	IT	Custody CCTV Upgrade		176,000				176,000
15	BSD	IT	AV Refresh		135,500				135,500
17	I&I	IT	GIS Upgrade		150,000				150,000
20	BSD	IT	Digital Interview Recording Solution		368,788				368,788
21	I&I	IT	Covert Camera System		155,000				155,000
22	Crime	IT	Body Worn Camera		270,481				270,481
22	Crime	IT	Body Worn Camera - growth		188,893				188,893
			TOTAL IT		4,103,362	2,667,500	1,961,200	-	8,732,062
16	UPD	Equipment	Tasers		7,554				7,554
18	I&I	Equipment	Tactical Illuminators		76,000				76,000
19	UPD	Equipment	Positive Lock Baton		67,860				67,860
			TOTAL Equipment		151,414	-	-	-	151,414
4	BSD	Fleet	Vehicle Fleet Replacement Project		250,000	250,000	250,000	250,000	1,000,000
			TOTAL Fleet		250,000	250,000	250,000	250,000	1,000,000
6	BSD	Accommodation	Essential estate / security upgrades		100,000	50,000	25,000	10,000	185,000
			TOTAL Accommodation		100,000	50,000	25,000	10,000	185,000
			TOTAL		4,604,776	2,967,500	2,236,200	260,000	10,068,476
			ESMCP 19/20 Not funded			2,439,899	2,814,977	1,231,567	6,486,443
			TOTAL 2020/21 BIDS		4,604,776	5,407,399	5,051,177	1,491,567	16,554,919

Appendix 5

2020/21 Savings Tracker

Ref	Saving Name	Description	Pay / Non-Pay	Confidence H / M / L	2020/21 £000	Saving Delivery	Action Plan
1	New Target Operating Model (structural element)	Removal of duplicated posts and improved rank / grade ratio.	Pay	H	700	G	Saving achieved - Posts held in Holding Branch pending finalisation of Target Operating Model.
2	Greater use of automation and self-service	Reduction in back office costs and administrative functions through expansion of internal self-service facilities incl. overtime / expenses	Pay	H	100	G	Saving achieved - 2 posts have already been removed from the finance structure due to reduction in transactional processing requirements and 1 from HR. A further post will be removed from HR in 2020/21
3	Enlarging the 'police family' incl. increased use of CSAS powers	Reduction in variable costs (e.g. overtime linked to the policing of major events such as LMS / London Marathon / Christmas Campaign	Pay	M	100	G	Saving achieved - Changes to variable shift patterns introduced in order to reduce the need for overtime. Saving applied to overtime budget
4	Improved use of existing resources - overtime	Reduction in variable operational costs (e.g. overtime payments) through the introduction of variable shift patterns	Pay	H	50	G	Saving achieved - Changes to variable shift patterns introduced in order to reduce the need for overtime. Saving applied to overtime budget
5	Improved use of existing resources - annualised hours	Better deployment of officers in support of Operational Orders through introduction of annualised hours shift pattern	Pay	M	200	A	Saving to be achieved through reduction in overtime budget. May not achieve full year effect (Q4 only), so additional savings may have to be found in other areas. Under review.
6	Participation in efficiency related national policing programmes - NEP	National Enabling Programme (NEP) will provide central IT spine across policing. Efficiency estimate based upon range of 10 – 20% saving on existing IT cost	Non-pay	L	1,300	R	Proposal includes a number of work streams including the National Enabling Programme, Single Online Home, Emergency Services Network and National Law Enforcement Data Service. Unlikely to realise full saving requirement in 2020/21. Series of business change and benefit workshops have been programmed in for January in respect of NEP use cases. Following these workshops Deloitte will be producing a Benefits report on the likely efficiencies and savings from adoption of the NEP. National Enabling Programme (NEP): Mint Tulip consultants estimate a revenue saving of £300K pa. Emergency Services Network (ESN): CoLP's estimated share of national revenue savings is £400K pa.

							National Enabling Programme (NEP): Will deliver a reduction in staffing costs through collaborated service delivery and automated processes (£600K).
7	Participation in efficiency related national policing programmes - NCB	National Commercial Board (NCB) programme predicts savings of £350m across policing. Pro rata, CoLP share would be circa £2m p.a. Recognising the force's existing level of local authority collaboration – expectation is 10 – 20% of this figure.	Non-pay	L	-	A	No saving required for 2020/21. Future arrangements to be progressed for 2021/22
8	IT Transformation - Rationalisation of existing systems	Subsuming functionality within the force's existing Record Management System (Niche RMS). Deletion of licencing costs for existing forensic / operational diary solutions	Non-pay	M	-	G	Niche forensic model - time savings in existing forensic systems. Remains on review for 2021/22
9	IT Transformation - Rationalisation of IT hardware	30% reduction in monthly SIM / contract costs	Non-pay	H	20	G	Full review of equipment, devices and lines being undertaken by IT. Review of telephone contracts also underway.
10	Income Generation	Commercial opportunities including sale of merchandise in partnership with MPS, Driving School and Firing Range	Non-pay	H	250	G	New income stream from merchandising (£50,000), Driving School (£100,000) and Firing Range (£100,000). Arrangements are being progressed
	Increase in commercial activity	Development of new income generating commercial services within International Development & Training Unit. Renegotiation of existing contracts already in progress. Review of fees and charges full cost recovery and funded units.	Non-pay		700	G	Saving to be delivered through the following arrangements - Sponsorship (£100,000), International training (£100,000), Review of funded Units (£250,000), Review of fees and charges (£50,000), Renegotiation of existing contracts (£200,000). Future year opportunities through the Eastern BID.
11	Digitisation of external services	Roll-out of on-line payments for fines and linked enforcement activity (e.g. administration process for seized vehicles)	Non-pay	M	100	A	Handheld devices to enable spot fines not currently charged (£50,000). Introduction of online payments (£50,000)

12	Expanding collaborative opportunities (3ES / other public organisations)	Joint service provision of offender management and mental health services	TBC	L	-	A	Savings to be identified for 2021/22
13	Cessation of non-core activities	Withdrawal of services out with the force's core mandate - Coroner's service 1 FTE	Pay	H	60	G	Saving delivered - post removed from budget
14	Average salary reduction through recruitment policy	Bringing in new recruits at the lower end of the pay band as opposed to the higher end	Pay	H	400	A	Saving equates to 16 PC vacancies costed at the top of the grade but filled by probationers. Difference between top and bottom of the grade is £25,000. Vacant posts costed at top of the grade. Current workforce predominantly at the top of grade. Vacancy management will increase this further.
15	Estates / FM	Efficiencies in FM spend across the estate. Linked to the shared services review, aim to eliminate duplication between COL and CoLP	Non-pay	M	170	A	Saving to be delivered from review of 24/7 manned reception and security arrangements at GYE.
16	Support services	Review of support service provision. Clearer alignment between COL and CoLP and reduction in duplication and inefficiency. Including Procurement, Transactions, IT, Corporate Comms. Using HMIC and CIPFA benchmarks.	TBC	M	350	A	Savings from duplication between COL and CoLP. Main areas Procurement, FM and IT, followed by Corporate Comms, Project Management, Strategic Unit, Finance and HR. Shared service review progressing jointly between COL and CoLP
17	Asset Recovery	POCA and asset recovery income	Non-pay	H	100	G	A more proactive approach to asset recovery. Identification of all regional grants and funding and shared arrangements with MPS.
18	Roll out of new accommodation, Estates and Fleet	Closure of Snow Hill and Wood Street Police Stations. Rationalisation of existing FM contracts and fleet replacement	Non-pay	M	1,130	A	Saving to be delivered through the closure of Snow Hill and Wood Street. Budgets have been removed as part of detailed budget setting. Saving includes closure of Shakespeare Tower. Delays to closure of Wood Street will put pressure on achieving the full saving in 20/21
					5,730		

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Committee(s)	Date(s):
Police Authority Board – For decision	22 nd January 2020
Subject: Draft Policing Plan 2020-2023	Public
Report of: Commissioner of Police Pol xx-20	For Decision
Report author: Stuart Phoenix Head of Strategic Development	

Summary

This report presents the draft revised Policing Plan 2020-23. The Plan informs the community, stakeholders and staff how the City area is to be policed.

The Force and Court of Common Council (in its capacity as a police authority) are required to continue to publish a policing plan by the Police Act 1996 due to being exempt from the legislative requirement to publish a police and crime plan. A revised plan must be published by 31st March 2020.

Members considered and endorsed proposals regarding the updating of the plan for 2020 at a workshop on the 18th October 2019. Working with the Town Clerk's department, the revised plan mirrors more closely the legislative requirements of Police and Crime Plans. The principal revisions are:

- Inclusion of enhanced contextual/demand information
- Clearer link between community consultation and priorities
- Redrafting of how the priorities are presented, as follows:
 - Counter terrorism
 - Violent and acquisitive crime
 - Serious organised crime (includes fraud, cyber-crime, drugs, child criminal abuse, modern-day slavery and human trafficking)
 - Neighbourhood priority (includes anti-social behaviour, public disorder and roads policing).
- A new Force structure that reflects the emerging target operating model (Transform) (*note, this might change*).
- Inclusion of references to HMICFRS¹ inspections and recommendations where relevant.

The Force is still working with the Town Clerk's Department to finalise measures for the plan, which will be incorporated once agreed. At the time this draft was developed the budget and medium term financial plan were not finalised. Once approved by your Board, that information will be incorporated prior to publication of the Policing Plan. Similarly, outturn performance information will be incorporated prior to publication as this is not yet available.

¹ Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services

Recommendation(s):

- Your Board adopts the Draft Policing Plan 2020-23 appended to this report as the Policing Plan for the City of London, subject to any further amendments agreed by your Board and the Commissioner;
- Following approval the plan is published on the internet by 31st March 2020.

Main Report

Background

1. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans². That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The Force and your Board continues to be governed by the relevant sections of the Police Act 1996 with respect to the publication of policing plans.³ However, where possible the Force and Authority has resolved to align the format of its policing plan with the general requirements of policing and crime plans.
2. The responsibility for drafting the policing plan and advising a police authority on its contents remains with the Commissioner of Police. However, guidance and legislation is clear that the police authority must approve and subsequently own the published plan.

Current Position

3. The Police Act 1996⁴ requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
 - (a) the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
 - (b) its policing objectives for the policing of its area during that year.
4. Although the plan covers a period of three years, there is a requirement to review and republish the plan annually. The current 2017-2020 plan is coming to the end of its three year term, providing an opportunity to fundamentally review the plan. This has been done in close liaison with the Town Clerk's department, resulting in a draft plan that is much closer in style and content to Police and Crime Plans.
5. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.⁵ Such priorities are currently articulated by the

² Police Reform and Social Responsibility Act 2011

³ S. 6ZB Police Act 1996 (as amended by the Police Reform and Social Responsibility Act 2011)

⁴ S.6ZB as above

⁵ As determined under s.37A of the 1996 Act

Strategic Policing Requirement; the Force's approach to this appears prominently in the draft plan. Additionally, the plan takes account of Government policy statements regarding reducing crime, addressing antisocial behaviour (ASB), supporting the vulnerable, accountability and value for money.

Developing the plan

6. Although the plan covers 3 years, a comprehensive policing plan review process is conducted each year which informs its ongoing development. That process considers any changes to legislation and Government policy, the Force's and City of London Corporation's risk registers, formal partnership obligations and the results of consultation and engagement activities. Benchmarking against a broad range of Police and Crime Plans is also carried out.
7. Members of your Board continue to be instrumental in shaping the plan through participation at workshops, the last one was held on 18th October 2019. Members attending that workshop endorsed the proposals regarding the plan, which were to:
 - Include enhanced contextual/demand information relating to the City of London;
 - Show a clearer link between community consultation and priorities; and
 - Include references to HMICFRS⁶ inspections and recommendations where relevant
8. Members will be aware from participation in the policing plan workshop that the priorities were only set following a robust review of intelligence, threat, national drivers and results of engagement activities. The resulting range of priorities mirrors the range of roles fulfilled by the Force, from pan-London and national responsibilities (counter terrorism, fraud and public order) to addressing City-specific, community concerns around volume crime and road safety. The order of the priorities reflects the threat, risk and harm posed by each area and corresponds with the Force Control Strategy (the principal operational delivery document that is used to prioritise activity, based on threat, risk and harm). Members agreed the policing plan priorities should be:
 - a. Counter terrorism
 - b. Violent and acquisitive crime
 - c. Serious organised crime (includes fraud, cyber-crime, drugs, child criminal abuse, modern-day slavery and human trafficking)
 - d. Neighbourhood priority (includes anti-social behaviour, public disorder and roads policing).
9. In keeping with the format and style of Police and Crime plans, there is less tactical information relating to delivery of the priorities than has been included in previous years.

⁶ Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services

10. Community engagement also shapes the plan; with the results of the annual community survey considered at the 18th October 2019 workshop.

Measures

11. Members will be aware that the Force has not set or relied on targets over the past four years. This accords with the majority national stance that is wary of the unintended impact that targets can have on officer behaviour, crime recording and resource allocation and which is considered contrary to the Police Code of Ethics. The Force, however, is considering setting a target-style aspiration in relation to some of the priorities, particularly violent and acquisitive crime. The measure will be to reduce crime in these areas, however, a numerical level (e.g. 'by x percent') will not be set. The measures are currently being considered by the Force and Town Clerk's Department and will be incorporated once agreed. The measure 'areas' included in the draft plan are therefore indicative only and are subject to change.
12. Performance against the measures, will continue to be submitted to the quarterly Performance and Resource Management Committee.

Finance

13. The plan must contain details of the Force's budget and medium term financial plan. At the time the draft plan was developed, neither had been finalised nor approved. Once set and agreed, a high level summary of both will be included in the final plan prior to publication.
14. The plan additionally includes details of how the Force intends to address its continuing budgetary challenges, including additional references to the Transform programme.

Publishing the plan

15. It is very rare for forces to produce hard copies of policing plans with the norm being for plans to be published on force and authority websites. Hard copies can be made available on request, although this is usually limited to a simple print of the PDF document on the website. There have not been any external requests for hard copies of any of the policing plans over the past ten years.

Consultation

16. Members, Chief Officers and City of London Corporation Officers were included as part of the process at the workshop on the 18th October 2019 and consultation with the Police Authority Team has been ongoing with the most recent meeting w/c 6th January 2020.
17. This is a draft document and Members and officers' feedback will be considered and the plan finalised subject to any further amendments agreed by your Board and the Commissioner. Comments may be fed back to the Head of Strategic Development at stuart.phoenix@cityoflondon.pnn.police.uk or via the Town Clerk's officers.

Proposals

18. This Report proposes:

- Your Board adopts the Draft Policing Plan 2020-23 appended to this report as the Policing Plan for the City of London, subject to any additional amendments agreed by your Board and Commissioner.
- Following approval the plan is published on the internet by 31st March 2020.

Strategic Implications

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

Conclusion

21. Issuing and publishing a Policing Plan remains a statutory obligation on the Force and Court of Common Council in its capacity as police authority. The Policing Plan appended to this report is compliant with current guidance on those matters policing plans must address. Accordingly, your Board is invited to adopt the proposed Plan as the Policing Plan for the City of London.

Attached Papers:

Draft City of London Police Policing Plan 2020-23

Contact:

Stuart Phoenix
Head of Strategic Development
 020 7601 2213
 email: stuart.phoenix@cityoflondon.pnn.police.uk

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**2020 -
2023**

CITY OF LONDON POLICING PLAN



Our vision is to **make the City of London the safest city area in the world**, regarded as a centre of excellence for protective security. This is a key ambition of our Corporate Plan. We protect the people, businesses and infrastructure of the City of London, one of the most important, dynamic and challenging environments in the UK, whilst leading the national response to fraud.

Our Policing Plan and Corporate Plan directly supports the City of London Corporation's Corporate Plan's aims to support a **thriving economy**. We do this by leading on the physical security of the Square Mile, maintaining well established relationships with commercial and law enforcement partners locally, regionally, nationally and internationally. We also support the City Corporation's aim for a **flourishing society** by leading excellence in policing locally through to globally, delivering safer communities, preventing and combatting crime.



513,000

workers in the City of London (9% of London's total workforce. 1 in 63 UK workers are employed in the City.

8,706

approximate number of residents living in the City of London in 2018

23,580

-number of businesses with nearly 99% of those being SMEs but the large firms (1%) providing over 50% of the City's jobs

18.8m visitors (in 2016) spending over £1.7bn

£75bn

the amount the Financial and Professional Services Sector contributed in tax revenue in 2018, equivalent to 11% of total UK Government tax receipts

Factors impacting this plan

Environmental



Completion of **7** new skyscrapers (with a further **5** with planning consent but not yet started), leading to an additional **75,000** workers in the Square Mile.

The City's **6,182** hotel rooms will increase by an additional **1,880** rooms over the next 3 years.

The number of licenced premises has increased from around **700** in 2016 to over **900** currently. This figure is likely to rise further over the course of this plan as new developments come on line.



Crossrail and Thameslink expansion programmes will increase the number of visitors to and people passing through the City, resulting in an increased estimated footfall of **600,000** over the next few years.

Crime

Crime has been increasing in the City of London over the past two financial years. This is not unlike the national picture with almost all police forces facing similar rises. Gauging the extent of how long this increase will continue is difficult given the enormous range of factors that affect crime, which include the environmental factors opposite, national and international politics, the economy, and how well other agencies are funded to provide services.



Serious Organised Crime will continue to grow in its impact on the United Kingdom and is identified as a key threat with an estimated cost of **£37 billion** to the economy. The complexity of the nature of the offending and often jurisdictional issues means this will always be a challenge for law enforcement to tackle this problem.

Our role as National Lead Force for Economic Crime

Together with the City of London Corporation we have the unique ability to position the UK as the world-leader in tackling economic crime, sitting between the private sector, the National Economic Crime Centre (NECC) and wider policing. We have strong relationships with organisations which have made a substantial investment into our work to tackle fraud nationally. Our joint expertise, track record and close links to the financial sector support thousands of people every year who have been defrauded out of their pensions, income and savings.

We took responsibility for Action Fraud in 2014 from the Home Office and it now receives more than 700,000 reports of fraud a year. Each one of these reports is vital information: it can be the final part of the jigsaw which stops other people being defrauded or helps to bring a perpetrator to justice. Fraud crime reports have risen by 34% in the past four years.

We also take on the serious and complex fraud cases which would not be tackled by local or regional policing. Our national caseload is over 400 investigations affecting over 10,000 victims. They are increasingly moving towards a more pro-active and efficient use of resources across law enforcement to tackle economic criminals

Over the past year we have:

- reviewed and recorded **80,000** crimes for future intelligence;
- developed **31,000** crimes for sending on to police forces;
- taken down **9,600** fraudulent websites;
- disrupted **1,200** social media accounts involved in fraud;
- suspended **685** email accounts;
- disrupted **7,700** bank accounts/cards – this means over **£37m** of losses were prevented.

We are taking significant steps in building capacity and capability within the UK, by continuing to provide solutions in tackling this growing threat, as individual forces struggle to secure successful prosecutions due to the complexity of cases, the pressure of other priorities and a lack of expertise. We have already trained 240 specialist officers, which will increase to 300 by the end of 2020.

Our work recording, reviewing and develop fraud reports saves police forces 4,000 days per year, which equates to £24m saved by police forces across England and Wales.

In addition, we are asking Police and Crime Commissioners (PCCs) for a greater prioritisation of fraud within their local policing plans and seeking a greater involvement from PCCs in supporting victims. PCCs have a key role in ensuring that asset recovery and proceeds of crime funds are channelled back into the business of tackling economic crime.

We remain committed to ensuring the UK remains a hostile place for economic crime and for serious organised crime groups.

You told us about
the things that
concern you most

Terrorism

Violence and theft

Drug dealing and misuse

Road safety

Drunkenness, rowdiness
and antisocial behaviour

We listened to your concerns and have ensured our policing plan priorities address them.

Tackling **terrorism** and ensuring the continuing safety of the City of London will remain our number one priority.

Violence and theft represent the highest volume of crime in the City of London. We are committed to reducing levels of **violent crime** and **theft**, and have made tackling these types of crimes a standalone priority.

Our new serious organised crime priority will address the issues of **drug dealing** and **misuse**. Serious organised crime also includes the complex worlds of fraud, cybercrime, modern slavery and child criminal exploitation.

Our neighbourhood priority encompasses roads policing, which supports **road safety**, and includes tackling **antisocial behaviour**. Public disorder in the City and dealing with certain types of vulnerability (mental-health related issues, attempted suicide and rough sleeping) is also addressed within this priority.

More detail is given about our priorities over the following 5 pages.

Our Policing Plan priorities

Counter terrorism

The threat to the City of London from terrorism remains as serious as ever and in surveys, you tell us that this is your number one concern. We will continue to work tirelessly with partners in law enforcement and other agencies to protect the Square Mile from this threat.

Violent and acquisitive crime

Incorporating knife crime and robbery

Serious organised crime

Incorporating fraud, cyber crime, money laundering, drugs offences and child criminal exploitation

Neighbourhood policing

Incorporating Antisocial behaviour, public disorder, roads policing and vulnerability

We believe that every victim, of whatever type of crime, should receive appropriate support and the services they are entitled to under the Victims Code. In delivering all our priorities we will support and provide a consistent, excellent service to victims and witnesses, and support vulnerable victims and witnesses through the Criminal Justice System. This approach will build the confidence of victims and witnesses to report crime and remain engaged with the Criminal Justice process.

Counter Terrorism

The threat from terrorism and extremism remains high and is becoming more diverse and complex in how it is manifested. The City of London's historical, cultural and economic importance means that it will always be an attractive target for those intent on causing high profile disruption. Over recent years we have worked hard to strengthen engagement with our community, and we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity. Our strategies and approach to dealing with terrorism means we are fully able to support the Strategic Policing Requirement, which addresses the most serious threats nationally and which transcend force boundaries. By continuing to protect the City of London from terrorism we continue to protect the UK's interests as a whole.

Priority activities

Provide up to date protective security advice and guidance to residents and businesses

Use intelligence and analysis to target the deployment of resources to deter, detect and disrupt terrorism

Engage with groups and individuals to prevent them from turning to terrorism and extremism

Work with City businesses to improve awareness and response capabilities in organisations across the City

Deploy and advertise the outcomes of our use of specialist 'behaviour detection officers' (Project **SERVATOR**)

Support the City of London Corporation lead in educating staff from partner agencies and the voluntary sector with regard to preventing terrorism

Engage with City businesses, schools, other institutions and stakeholders to identify any venues or individuals who may be engaged in extremist rhetoric

Priority outcome

The City of London is prepared for and protected from the threat of terrorism

Success measures

[Servator stops resulting in arrests
Hostile reconnaissance reports
Community survey of feelings of safety
Griffin and Argus stats]

Violent and acquisitive crime priority

Despite recent increases in certain crime types since 2017, levels of crime recorded in the City of London are relatively low, making it one of the safest places in the country. We are not complacent however, and we will not accept the increases in crime that we have experienced over the past 3 years. We will continue to focus on those areas that cause the greatest harm and which our community tells us are the most important to them.

Priority activities

- Maintain a focus on knife crime
- Work in partnership and be innovative in our approach to tackling crime, targeting hotspots and known offenders
- Adopt a collaborative approach to problem solving to maintain the City of London as a low crime, safe area
- Tackle alcohol-related crime through a joined up, partnership approach
- Ensure victims can easily report crime and thereafter, receive a professional response
- Work with our residents, businesses and workers to encourage them to take an active role in crime prevention
- Continue to identify and target persistent offenders to reduce re-offending

Priority outcome

Levels of violent crime and acquisitive crime fall and the City of London remains a safe, low crime area

Success measures

- Reduction in knife crime
- Reduction in violence with injury
- Reduction in personal robbery
- Reduction in commercial burglary
- Reduction in level of acquisitive crime

Examples of effective problem solving activity focussing on long-term crime reduction

Serious Organised Crime priority

The Home Office defines serious organised crime as individuals planning, coordinating and committing serious offences, whether individually or in groups and/or as part of transnational networks. The main categories of serious offences covered by the term are fraud and other economic crime, cyber-crime, illegal drugs, child criminal exploitation and abuse, illegal firearms, money laundering, bribery and corruption, organised immigration crime, modern slavery and human trafficking. Serious organised crime affects more UK citizens, more often, than any other national threat. Within the City of London the main focus of organised crime groups remains economic crime and fraud, however, in recent times there has been an increase in the number of organised groups that are responsible for the corresponding increase in theft offences

Priority activities

FRAUD: deliver on our obligations under the National Fraud Strategy, ensuring we strengthen our capabilities to disrupt and prevent fraud; work collaboratively across policing and with partners; reduce harm to victims and communities and increase our knowledge of serious organised fraud and target resources at the highest harm threats.

CYBER CRIME: be flexible across geographical boundaries in tackling cyber crime and identify and disrupt ongoing cyber crime impacting the City of London.

DRUGS: through our Drug Risk Reduction Strategy, tackle the organised crime groups (OCGs) operating in the City of London. Strengthen our approach to County Lines (HMICFRS area for improvement).

MODERN SLAVERY and HUMAN TRAFFICKING: engage with hotels, licensed premises and hard to reach groups to identify vulnerable people and use the National Referral Mechanism for any suspected offences of human trafficking.

CHILD CRIMINAL ABUSE: through our public protection unit we will provide a specialist and effective response to all issues relating to child protection. We will continue to work closely with our partner agencies, including Children's Social Care, and use all available multi-agency risk procedures to safeguard children.

Priority outcome

We have the capacity and capability to tackle serious organised crime effectively to protect the Square Mile and the City of London is viewed as a hostile environment for organised crime groups.

Success measures

[Fraud - disruptions/value of disruptions

OCGs disrupted

Cyber capability and impact

Reduction in drugs offences]

Neighbourhood priority

Whilst our neighbourhood priority addresses those areas that most often impact on the quality of life in the City of London, such as antisocial behaviour (ASB) and public disorder, it includes areas that can have a 'high harm factor' such as road safety and interactions with those affected by mental health issues. ASB and road safety are routinely cited by the community as issues of concern, whilst the continuing success of the City of London is dependent on it being a place where individuals and businesses can go about their lawful business without being subject to disruption, disorder or intimidation.

Priority activities

ROADS POLICING: Undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk together with proactively targeting offenders who use the roads to cause danger to other road users

ANTISOCIAL BEHAVIOUR: Engage with community groups and partners to identify and address the ASB concerns of individuals and groups. Together with our partners, make best use of available tools to deal with incidents

PUBLIC DISORDER: Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan, and maintain our capability and capacity to respond to public order incidents

VULNERABILITY: Work closely with partner agencies to support vulnerable people residing in, working in or visiting the City. Ensure officers and staff can appropriately identify and flag those who are vulnerable, using the national Vulnerability Assessment Framework

Priority outcome

The City of London is a safe, low crime area with low levels of antisocial behaviour

Success measures

[Reduction in road traffic accidents

Reduction in levels of ASB

Public order - complaints resulting from public order deployments

Vulnerability - reduction in suicides]

Working with partners

We recognise that we cannot deliver everything in this plan alone. We work closely alongside a broad range of partners, from local to international, to ensure our service is effective and efficient in protecting victims and communities.

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

Our work tackling fraud particularly benefits from close association with organisations which include the Associations of British Insurers, the British Banking Association and CIFAS, amongst others.

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

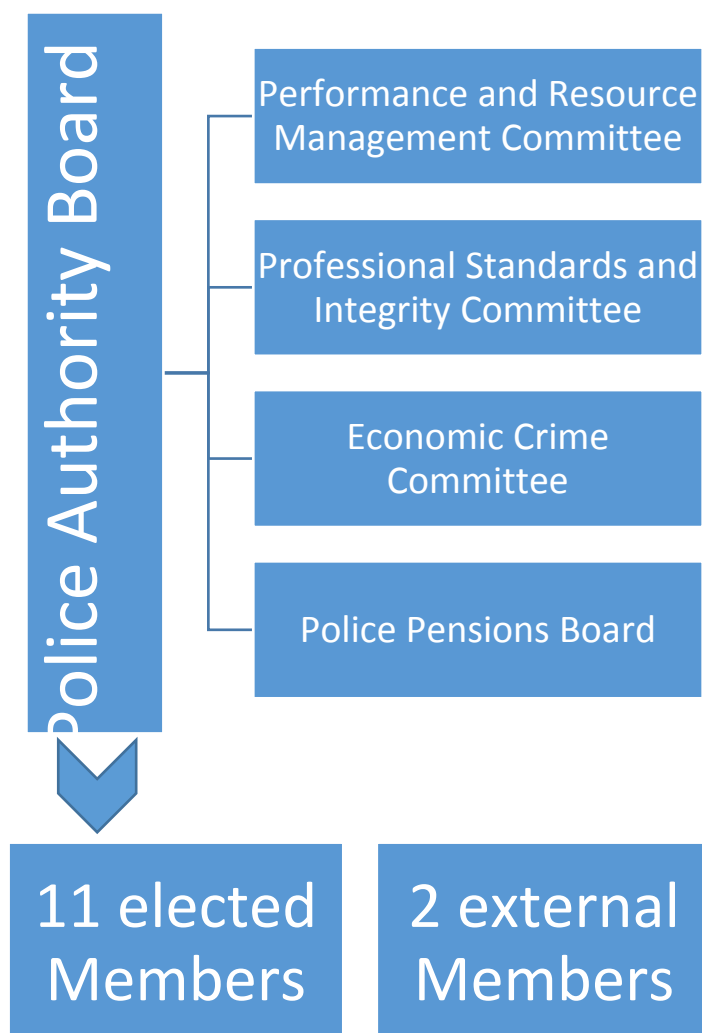


Our work with the SCP tackles local crime and antisocial behaviour issues, ensuring a coordinated, cross sector approach to these issues.

Our partnership work with the Corporation of London ranges from planning for large scale events and a Joint Command and Control Centre, to safeguarding vulnerable adults and children.

We deliver a number of services with the MPS and BTP to protect London and provide a seamless policing service across the capital.

Governance



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

The role of the Police Authority Board is to ensure:

- the City of London Police runs an effective and efficient service by holding the Commissioner to account
- value for money in the way the police is run
- policing priorities are set taking into account the views of the community.

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

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

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

Finance

HMICFRS graded us 'GOOD' for efficiency, however, they also required us to address the deficit to balance our budget over the medium term.

Working closely with the City of London Corporation, implementing our new operating model and delivering our savings plan will ensure that this is achieved.

Our sources of income are varied and include:

The Home Office

The City of London Corporation

Transport for London

The Mayor's Office for Policing and Crime

Association of British Insurers

Department for International Development

UK Payments Administration Ltd

Without any mitigations, our medium term financial plan shows the following deficits

£Xm deficit 2020-21

£Xm deficit 2021-22

£Xm deficit 2022-23

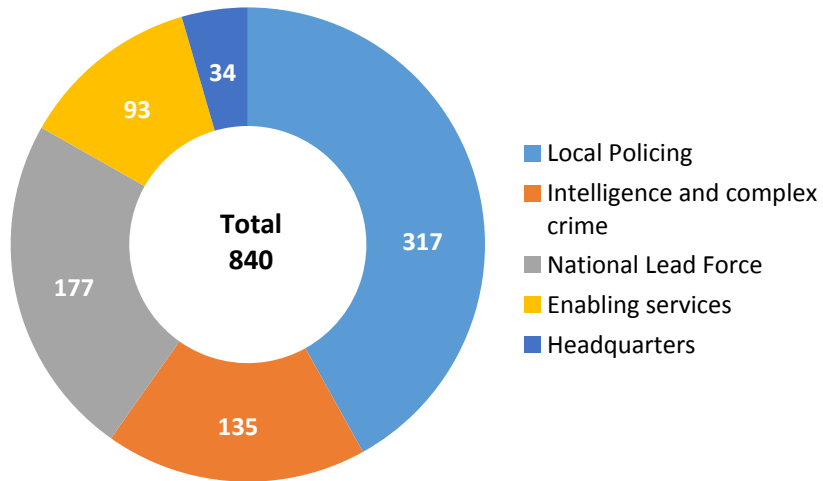
A mitigation plan to address the identified deficits in the medium term financial plan will focus on savings to be delivered from our Transform programme.

These will be a combination of pay and non-pay (mainly technology-based) initiatives.

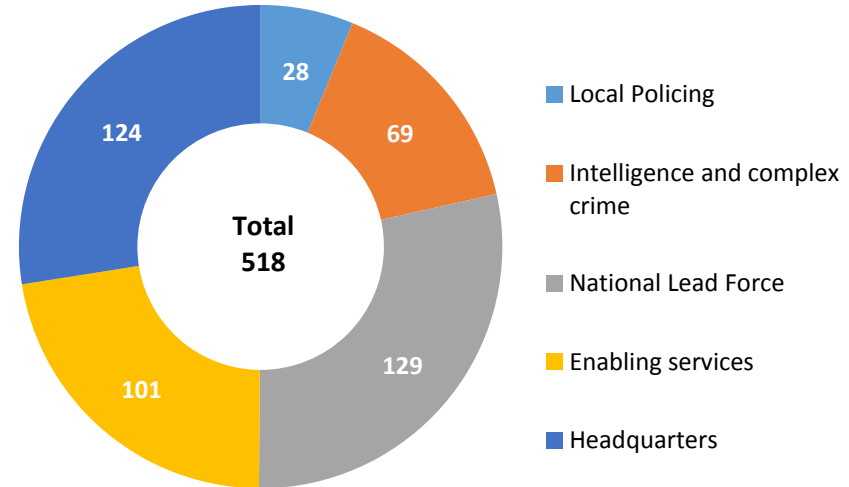
MTFP and Savings Plan here when agreed by PAB

People

Police Officers

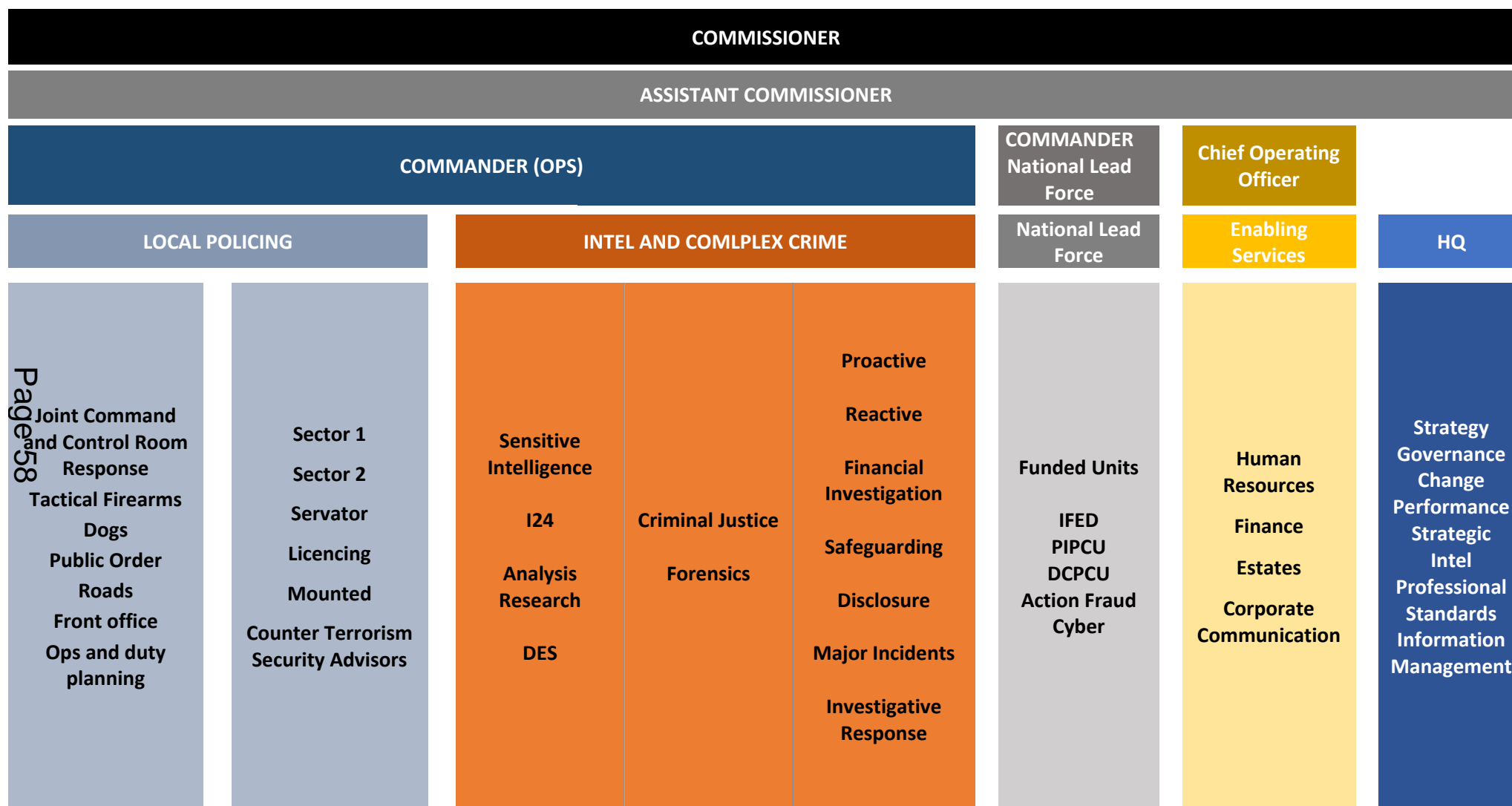


Police Support Staff



NOTE – NUMBERS WILL CHANGE

How we are structured to deliver our services



How we performed

HMICFRS - City of London Police Inspections
2019-20

Integrated PEEL Assessment:

Efficiency - GOOD

Effectiveness - GOOD

Legitimacy - REQUIRES IMPROVEMENT

Crime Data Integrity: GOOD

Custody: GOOD

HMICFRS inspections make recommendations and identify areas for improvement. We report to our progress implementing these findings to the Performance and Resource Management Committee, a sub-committee of the Police Authority Board.

[Policing Plan measures here]

Contact us

www.cityoflondon.police.uk

Provide feedback on this plan to:

postmaster@cityoflondon.police.uk

101

Non-emergency police number, in an

emergency always dial **999**

Follow us on twitter @CityPolice

Join us on Facebook City Community Con

Public enquiries and reporting crime:

Bishopsgate Police Station

182 Bishopsgate, London, EC2M 4NP

Open 24 hours

Headquarters (not open to the public)

City of London Police, Guildhall Yard East, Guildhall

Buildings, London, EC2V 5AE



Committee(s) Police Authority Board	Date(s): 22 January 2020
Subject: Annual Review of the Police Authority Board Terms of Reference	Public
Report of: Town Clerk	For Decision
Report author: Alistair MacLellan, Town Clerk's Department	

Summary

This is the City of London Police's Annual Review of its terms of reference and composition, where Members are invited to recommend any changes to the Policy and Resources Committee and the Court of Common Council for consideration. Members are also asked to consider whether the frequency of meetings of the Board during the year ensures adequate opportunity to review the business brought before it, or whether meetings can be convened more frequently, or less frequently.

Members are also asked to come to a decision regarding options for the introduction of term limits for Members serving on the Police Authority Board. These options have been developed in light of comments made by Members that express concerns that the lack of a defined term limit could be perceived as at a variance with best practice on public appointments and preclude the input of fresh skills and experience on to the Board. Conversely, if Members are minded to introduce term limits, they will wish to consider how best to ensure that the skills and experience offered by longer serving Members are not lost to the Board precipitately.

In summary the four options are: Cabinet Office guidance (two terms of four years: total eight years); City's Audit and Risk Management Committee model (three terms of four years: total 12 years, with service as Chairman/Deputy Chairman not counted towards the total term limit); a City of London Police Authority Board-specific model (three terms of four years for ordinary Members: total 12 years; with past Chairmen eligible to serve a fourth consecutive term: total 16 years). Lastly, Members could choose to defer a decision on the issue and refer it instead to the City's ongoing governance review.

Recommendation:

That Members

- Consider the attached terms of reference of the Board and suggest any additions/amendments for consideration by the Policy and Resources Committee and the Court of Common Council.
- Consider whether the current frequency of meetings of the Board remains appropriate.
- Consider whether the Board should recommend the adoption of a term limit of service on the Police Authority Board to the Policy and Resources Committee and the Court of Common Council and, if so, what form this term limit should take.

Main Report

Background

1. Each Grand Committee of the Court of Common Council is invited to review its terms of reference annually and to provide any suggested amendments to the Policy and Resources Committee and Court of Common Council for approval at their respective March and April meetings.
2. Members are also invited to comment on the frequency of meetings of the Board, and to consider whether the Board could usefully be convened on more, or fewer, occasions during 2020/21.
3. On this occasion Members have discussed the possibility of instituting term limits for Police Authority Board Members at meetings of the Board during 2019, and therefore this report sets out options for Members' consideration. Members should note that any changes to the Board's terms of reference will need the approval of the Policy and Resources Committee and the Court of Common Council, which will consider any proposals in light of the ongoing governance review.

Current Position

4. **Terms of Reference.** The Board's current terms of reference are set out in appendix one for Members' consideration. One proposed change is that it is made explicit that non-Court of Common Council Members of the Board, who are not eligible to vote, as not eligible to serve as Chairman and Deputy Chairman, given a key role of the Chairman is to exercise a casting vote in the event of a tie. Members are also invited to consider whether they feel the composition of the Board remains appropriate.
5. **Frequency of Meetings.** The Board is scheduled to meet on eight occasions during 2020 (including the January meeting), namely 27 February, 2 April, 14 May, 2 July, 3 September, 22 October and 26 November. Members are invited to comment on whether they feel this frequency of meetings allows for proper consideration of business, or whether the Board could meet more frequently or infrequently (e.g. monthly, every two months, or quarterly).
6. **Term Limits for Board Members.** Members of the Police Authority Board are currently appointed to four-year terms, with no limit on the number of times these terms can be renewed. At a number of meetings during 2019, Members noted that term limits would encourage a healthy degree of turnover amongst the Board's membership, guaranteeing regular and consistent input of fresh skills, experience and perspectives. Conversely, Members were also mindful that term limits had the potential to deprive the Board of long serving Members of the Board who offered important skills, experience and networks of contacts. A table of current appointments to the Board is provided at appendix two.
7. The adoption of term limits would be in line with Cabinet Office guidance, outlined in the [Governance Code on Public Appointments](#), where it is recommended that there should be a strong presumption that no individual should serve more than two terms, or serve in any one post, for more than ten years. That said, the Code acknowledges that there may be instances where an individual's skills and experience may permit a longer term of service.

8. Members should note that other UK Police Authorities have adopted term limits for their Members that can involve a degree of flexibility as to how those are applied. Specifically, the Ministry of Defence Police Committee appoints its Members to three-year terms, renewable once (maximum consecutive term of six years) whilst the British Transport Police Authority appoints Members for terms of three or four years, renewable twice up to a maximum of ten years.
9. Some Grand Committees of the Court of Common Council employ term limits. The Barbican Centre Board and the Board of Governors of the Guildhall School of Music and Drama each operate a limit of three three-year terms (total 9 years); the Standards Committee a maximum term limit of 8 years; and the Audit and Risk Management Committee a term limit of 9 years consecutive service in any 12 year period (except when Chairman or Deputy Chairman).
10. Should Members choose to adopt a maximum term limit, they will be mindful that the City of London Police Authority Board differs from other UK Police Authority Boards in a key respect, in that its membership is elected from the wider Court of Common Council, rather than appointed through public advertisement or direct appointment by a Government Minister on a Chairman's recommendation. Members may, therefore, wish to consider a City of London Police Authority Board-specific position on term limits that takes account of this difference.
11. Similarly, taking the Chair of the City of London Police Authority Board differs from other UK Police Authorities. The Chair of the British Transport Police Authority is appointed to a 4-year term, renewable once (maximum consecutive term of 8 years) following public advertisement. In contrast, the Chairmen of the City of London Police Authority Board serves a four-year term, subject to annual re-election by their peers on the Board. Moreover, the Chairman tends to serve first as Deputy Chairman before taking the Chair and has the option to serve a year as Deputy Chairman once their term as Chairman has concluded. Under this model, it could be a number of years before both an individual on joining the Board can build the skills and experience they and their peers feel are required to prepare them to take the Chair, and waiting for the terms of serving Chairmen and Deputy Chairmen to conclude.
12. Therefore Members may wish to consider that the maximum term limit should be of sufficient length to ensure that a Member joining the Board for the first time has adequate opportunity to build experience necessary to take the Chair, should they wish, and further that a Chairman may serve their full term in the Chair, retain their option to serve one year as Deputy Chairman once their service as Chairman has concluded (as per Standing Order 30) and potentially serve a further consecutive term on the Board to ensure their skills and experience are not lost to the Board precipitately.

Options for Term Limits

13. **Option 1 - Follow Cabinet Office Guidance on Public Appointments.** Members could choose to follow Cabinet Office guidance that no Member should serve more than two terms or 10 years (which for the Police Authority Board would total 8 years). A drawback of this option is that it is not aligned with the fact that Membership of the Board is subject to election by the Court of Common Council, therefore there is a narrow window within which an interested candidate could move towards serving as Chairman and Deputy Chairman during their two terms as Member of the Board. Any Member being elected to the Deputy Chairmanship or Chairmanship of the Board would need to stand for election when a relatively inexperienced Member of the Board towards the

beginning of their term, or towards the end of their term when they would be unlikely to be able to serve their full 4 year term as Chairman/Deputy Chairman.

14. **Option 2 – Adopt the City’s Audit and Risk Management Committee Model.** Members may wish to adopt the City’s Audit and Risk Management Committee, whereby a term limit of three terms of three years (maximum nine years) in any 12-year period does not apply to an individual serving as Chairman or Deputy Chairman of the Board. In practice, this would allow an individual to join the Board for a total of three terms of four years (total 12 years) within which to build their Board-specific experience over, move towards the Deputy Chairmanship and Chairmanship towards the latter end of their term, and having their total term limit waived during their service as Deputy Chairman/Chairman (subject to their annual re-election by the Board).
15. This option would mean that a past Chairman would leave the Board immediately on the conclusion of either their term as Chairman, or their year as Deputy Chairman once they were past the Chair, assuming they had already served 12 years as a Member of the Board, or on conclusion of their outstanding term total of 12 years (for example, if they have been elected Chairman in their eighth year, they would serve four years as Chairman, the option to serve a year as Deputy Chairman, and then would go on to serve years 9-12 of their total term limit).
16. **Option 3 - Adopt Police Authority Board-Specific Term Limit.** Members may wish to adopt a City of London Police Authority Board-specific limit in line with the discussion outlined at paragraph 11 to ensure the skills and experience of an immediate past Chairman are not immediately lost to the Board.
17. This specific term limit could be a maximum term limit of three terms of four years (total 12 years) with Members who have passed the Chair being eligible for a further consecutive term (total 16 years). This option would not allow a Chairman/Deputy Chairman to have their term of service waived during their time serving in those roles as this would give rise to the possibility of an individual being elected Chairman at the end of their third term, serving four years as Chairman, and a further consecutive term (total 20 years, double to recommended guidance issued by the Cabinet Office).
18. Whilst a term limit of 16 years is at a variance with Cabinet Office guidance, this option could be regarded as an adequate time envelope within which individuals could join the Board, move to serve as Chairman and Deputy Chairman should they so wish, and continue to contribute their skills and experience for an appropriate period before making way for new Members of the Board.
19. **Option 4 - Do Nothing.** This option involves pausing consideration of the issue of term limits and submitting the issue instead to the consideration of the City’s governance review. Under this option, Members are free to submit comments to the review for consideration on any governance matter affecting the Board so that these can be reflected in the review’s recommendations. This option would not involve recommendations (unless minor) being put, for the time being, to the Policy and Resources Committee and Court of Common Council.

Conclusion

20. This paper sets out the Board’s annual review of its terms of reference and invites Members to comment on its terms of reference; its frequency of meetings; and for its Members to come to a view on a preferred option regarding the issue of term limits for

Members of the Board. Any proposed changes will be referred either the Policy and Resources Committee and Court of Common Council, or the City's governance review, for consideration.

Appendix (1) – Police Authority Board Composition and Terms of Reference 2019/20

Appendix (2) –City of London Police Authority Board Table of Appointments as at 14 January 2020.

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Town Clerk's Department

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Appendix 1 - Police Authority Board Composition and Terms of Reference 2019/20 with proposed amendments highlighted/underlined.

CITY OF LONDON POLICE AUTHORITY BOARD

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 his/her 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
- **The Chairman and Deputy Chairman to be elected from among Court of Common Council Members of the Board.**

Quorum

The quorum consists of any five Members.

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 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) the handling of complaints and the maintenance of standards across the Force;
- (f) monitoring of performance against the City of London Policing Plan;
- (g) appointing such committees as are considered necessary for the better performance of its duties.
- (h) To appoint the Chairman of the Police Pensions Board.

Appendix 2 – City of London Police Authority Board Table of Appointments

Member	Current Term Start Date	Current Term Finish Date	Total Cumulative Service (years)	Past Chairman
Doug Barrow	April 2019	April 2023	10	
Nick Bensted-Smith	April 2017	April 2021	5	
Deputy Keith Bottomley	April 2017	April 2021	4	
Tijs Broeke	April 2018	April 2022	2	
Simon Duckworth	April 2016	April 2020	18	Yes
Alderman Emma Edhem	April 2018	April 2022	2	
Alderman Alison Gowman	April 2017	April 2021	11	
Sheriff Chris Hayward	April 2016	April 2020	4	
Alderman Ian Luder	April 2016	April 2020	18	
Deputy Henry Pollard	April 2019	April 2023	14	Yes
Deputy James Thomson	April 2019	April 2023	5	
External Members				
Andrew Lentin	November 2017	September 2021	2	
Deborah Oliver	September 2018	September 2022	1	

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Committee(s): Police Authority Board- For information	Date(s): 22 nd January 2020
Subject: Quarterly Community Engagement Update	Public
Report of: Commissioner of Police Pol 06-20	For Information
Report author: T/Chief Inspector Jess Wynne, Communities and Partnerships	

Summary

This report provides an update on engagement activities across five main areas: (1) Counter Terrorism (CT) and communications; (2) Safeguarding the Vulnerable; (3) PREVENTion of Fraud; (4) Anti-Social Behaviour (ASB); (5) Policing the Roads, (6) Community Engagement Review.

- 1. Counter-terrorism and Communications:** Work within CT continues. The team is continuing with their national responsibilities to engage and ensure continuous improvement in security of key sites. Prevent workshops and awareness presentations provided across the City to a number of businesses and institutions.
- 2. Safeguarding and Vulnerability:** The mental health street triage scheme continues to be a success. This service has now increased operational hours to 7 days a week.
- 3. PREVENTion of Fraud and Cyber Crime:** Cyber Protect capability now live within the force. A number of cybercrime prevention presentations have been delivered to organisations, front line officers and schools across the City. CoLP is now investigating a similar number of cyber crimes when compared to larger, regional crime units (ROCU's).
- 4. ASB:** Work is ongoing with partner agencies and local businesses to reduce instances of ASB.
- 5. Policing the Roads:** All roads statistics are under review currently with partners at the City of London Corporation. The Roads Policing Unit continues to work around Road safety priorities and working with partners in TfL and the Metropolitan Police Service to support compliance and licensing obligations.

Recommendation

It is recommended that Members receive the report and note its contents.

Main Report

1. Counter Terrorism

PREVENT:

The Prevent team has continued working with Prevent referrals over this period. Below are the referral's dealt with in the reporting period:

- 1) Subject making remarks against Muslim community, and was arrested and a referral was made by the officers.
CPS has authorised charges for racially/religiously aggravated harassment /alarm /distress – one against the original victim and one against one of the witnesses. Subject was a previous prevent referral and a new referral has been sent to MPS.
- 2) Referral received; subject was a previous prevent case which was closed. Subject has raised concerns about his behaviour and signs of neglect. De-confliction has been completed and the case has been transferred to MPS.
- 3) Two intelligence reports received in the Prevent inbox related to sightings of guns, Intelligence reports submitted and sent to the Force Intelligence Bureau.

Prevent team delivering WRAP sessions, meetings and Prevent stalls

Since Nov 2019 the Prevent team has jointly carried out the below work:

Prevent awareness sessions: 23 in total to various business and education establishments

This includes:

Full WRAP training delivered to virgin active gym staff, and Charterhouse School.

Prevent awareness sessions delivered to:

- Probation service
- One New Change- security officers
- COLP Induction day
- City Church watchers
- CoLP Operational Units (Uniform and Detective)
- Staff members from Exchange House
- City of London Corporation staff
- Charterhouse school liaison officers
- Input to the licensing forum.
- Input to 30 St Marys Axe
- Assisted the CTSAs at Community Safety Team Security Multi Faith Briefing
- Major Incident Room Staff

The Prevent Team has continued conducting face to face training with staff and officers within the CoLP. It is hoped that this continued work will assist with officers having a better knowledge of Prevent and who to contact with any concerns.

Induction days, apprentice welcome days, outreach workers, various uniform and control room groups and specialist teams.

Face to Face Meeting/stalls

Prevent team has completed approximately 22 events (stands) and 14 meetings which are ongoing alongside victim support/communities, the meetings have been with various establishments including:

- St Paul's Cathedral safeguarding lead
- Attended Westminster abbey with CTSA ref engagement for safeguarding, meeting arranged with their safeguarding lead for 8th November regarding work at the City local churches and St Pauls Cathedral on abuse against women/children and prevent.
- Prevent meeting with the head of prevent at Coventry university Middlesex St, London regarding prevent forum, and we will be attending future prevent forum's.
- Prevent meeting with DCI from SO15 local ops team.
- Prevent team meeting with MPS prevent team to discuss on joint working for events.
- Prevent meeting with Custom house for future training /stalls
- Prevent meeting with Central criminal court ref future prevent training.
- Prevent Co-ordinator attended a show case event of available projects which the city can commission for schools, community and partner agencies.
- A number of private City Companies have also requested Prevent Training which has been completed.

Stalls/Engagement

Prevent stall alongside victim support at the below locations:

- Fresher's fair at INTO University.
- 20 Old Bailey
- Prevent stall at City of London church
- Golden Lane community centre for the residence at their coffee mornings.
- Mansell St coffee morning sessions.
- Sainsbury Holborn
- City schools conference at livery hall/taking part in the conference too.
- Prevent stall/session requested at David Game College - Careers Networking event
- 150 Cheapside, London alongside Domestic abuse awareness week.
- Attended the CoLC's annual Hate Crime Awareness event during the national Hate
- Bank of England
- The Walbrook Building
- Standard Chartered Bank

Internal Women's Network/Islamic Women's Network

Prevent officers have continued supporting some of the various Women's networks to understand the role of Prevent and, for them, have the knowledge and confidence to come forward with any concerns regarding family or community members.

Officer attends on a weekly basis the Islamic Women's Group, and has a good rapport with them.

Community tension- Prevent officer provided reassurance the Women's group after the London Bridge attack as they feel hate crime is up, they feel they are vulnerable due to their religion and after the attack has happened it flares up tension from different sectors of society. They have been reassured and have been advised to report any hate crime or inform the team.

Enquiries conducted with Prevent lead for City University's regarding if they have any tension at the University's by Chinese students in relation to Hong Kong riots. (Nothing reported as yet)

Practical Training Package

The Prevent team has produced a practical training package to identify signs of radicalisation and what to do when this occurs. The package is complete and includes a case study, the definition of radicalisation, the aim of the Contest strategy and understanding of the 4 P's and where prevent sits in the Force. This work will be ongoing in the force to provide guidance and understanding to officers around prevent.

Mobile Networking group

Prevent referral document has been uploaded onto the CoLP portable mobile working devices. This work has now been completed meaning that officers can fill out Prevent referrals whilst on mobile patrol which has created an efficiency.

Regional Meeting

The Prevent team is continuing to working with the Prevent teams from around the country looking at the best ways for improving professional and best practice. Additionally the team is attending channel meetings in other areas of MPS to gain experience.

The Prevent team has attended a conference in Bristol in relation to Managing the Influence of Extremists; hosted the National meeting for one day at New Street; attending a masterclass on radicalisation in January 2020.

CT Local Profile (CTLP)

The CTLP has been completed but the Force is waiting for the MPS to submit their CTLP so the Force can add the CoLP information to it as a pan London document and then it will be disseminated appropriately.

PREPARE & PROTECT:

Counter Terrorism Security Adviser (CTSA) team:

PREPARE & PROTECT:

The CTSA team proactively support the Protect and Prepare elements of the national CONTEST Strategy, delivering on protective security advice, CT awareness, both physical and people security measures and ensuring our community as prepared as possible in dealing with a terrorist attack.

During the reporting period the team delivered briefing and training to 2155 people from various sectors of the City community. These products vary in nature and length, but all aim to improve awareness and the overall protective security stance within the City of London. Some of the headline products delivered, and the number of people briefed are detailed below:

ACT Awareness full session – 581 people
Project ARGUS – 242
Document Awareness training – 38
SCAN – 621

The figures show that with the introduction of ACT awareness e-learning, the number of people attending the 3 hour ACT awareness session has reduced slightly, although still remains significant. This was the desired intention of the e-learning product. However, the team has been proactive in promoting SCAN and delivery has been strong over the reporting period. Feedback has been exclusively positive and the team has already identified one case where a member of SCAN trained staff at a prominent location, identified behaviour in an individual which led to an intervention and subsequent discovery of a replica hand gun.

The team has completed the national review of crowded places, applying a nationally set of criteria to locations in the square mile to create a hierarchal list of locations. This was a significant piece of work for the team to manage on top of business as usual, but the submission was made in time and the national team are now considering how to tackle what is a national issue of many defined crowded places. CoLP shared the list with TfL and CoLC immediately so that it could be factored into ongoing decision making around security, particularly in the public realm. This joint approach to assessing the list now is much further ahead than many other regions in the UK.

Following the incident at Fishmonger's Hall the CTSA team has been busy reassuring the community and providing training and support appropriately. A bespoke session was organised by the team where over a hundred members of livery companies attended for a briefing and offer of support.

On the horizon the team will be working on the Crowded Places review, where it has been agreed that each of the locations will receive a vulnerability assessment to further define where action is required. This is a considerable amount of work which will run alongside business as usual.

2. Safeguarding and Vulnerability

2.1 Safeguarding and Vulnerability

The Detective Inspector lead for Modern Slavery and Human Trafficking (MSHT) arranged an MSHT training conference which was well attended by officers and staff across the force as well as partner agencies. Inputs came from the National Coordination Centre and MPS and covered investigation, intelligence, victim support and partner referrals. A dedicated investigator training course has been arranged for early in 2020.

CoLP has been subject to two recent inspections;

The National County Lines Coordination Centre conducted a peer review that looked at our response to and preventative measures relating to the exploitation of children and vulnerable people by cross-border drug gangs. The initial write up on the safeguarding element was positive, particularly praising the collaborative relationship between the Force and Partners.

HMICFRS also visited the Force for a 2 week unannounced child protection inspection. This covered multiple areas including Public Protection Unit (PPU), Custody, missing children and the policing response. Senior leaders attended a hot debrief and the report is due in January 2020. The outcome of the inspections will be reported to your Police Performance and Resource Management Committee.

PPU, Crime Investigation Dept (CID) and other officers have helped form a specialist interviewing cadre to interview and support CoLP officers and staff who were involved in dealing with the recent London Bridge incident. The work and support are ongoing.

PPU's T/DI attended the annual Licensing Forum and gave a presentation on identifying vulnerability and preventing vulnerable people becoming victims or coming to harm. Advice was given on dealing with incidents and victims; and trauma and welfare awareness for individuals and staff.

Joint Domestic Abuse training with CoLP, MPS and the CPS received positive feedback and T/DI PPU will arrange future specialist training along similar lines.

Proactive Child Sexual Exploitation (CSE) work under Operational Makesafe is being arranged for March 2020 in conjunction with the MPS, BTP, Kent and possibly others.

3. Prevention of Fraud and Cyber Crime

Updates regarding Cyber Griffin for the last quarter divided into sections.

All stats relate to figures recorded since April 2019.

What does Cyber Griffin do now?

- The Force offers 4 services. Each meets a different organisational need and in its own way improves cyber security.
- The Force has just completed a new website which also runs through who we are and what we do <https://cybergriffin.police.uk/> . We can be contacted through the site direct.

What were the key developments this quarter?

- We introduced our newest service, The Cyber Capability Assessment. Drawing on a methodology developed by the MOD, we can now assess a company's cyber security against a standard/framework of their choosing, such as ISO 27001, and provide a detailed report which includes a non-technical executive summary through to the technical measures which need to be implemented to improve security.
- In November 2019 the team won the SANS 'show and tell' award for best security awareness initiative for our table top exercise. The winner was decided by a vote of 100 security professionals across Europe.
- We now have events booked as far ahead as December 2020 which include monthly open attendance briefings. You can sign up to one on our website.

Statistics about delivery:

- We have delivered one or more services to an estimated 5,700 people (this figure is based on the average number of people attending a given service we supply)
- We have engaged with a minimum of 292 companies (this figure is based on engagements we can demonstrate)
- We have had 1,082 surveys returned following delivery of one of our services – Overall satisfaction rate 99% - More than 80% of attendees have committed to making a change in their cyber security based on our work.

Partnerships:

- The team is working with other public sector partners on various initiatives which are in development.

Key messages we want to push:

- "Send us your new joiners". The team is encouraging companies to send any new joiners they get to a Cyber Griffin baseline briefing as part of their joining processes. This will ensure awareness at the outset.

4. Tackling and Preventing Anti-Social Behaviour (ASB)

Anti-Social Behaviour

Data Highlight Report August - October 2019 (latest available)

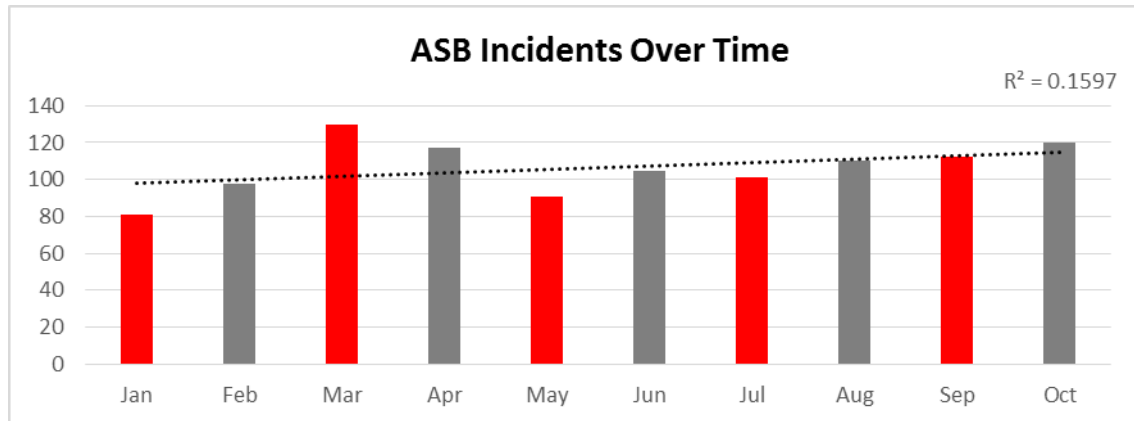
This is reported fully to your Performance and Resource Management Committee but highlights are produced here for information.

Key Findings

- In the reporting period there was a slight upward trend being demonstrated in the number of ASB incidents recorded each month with incidents increasing marginally month on month.

- The most common issues raised is rough sleepers blocking entrance points, individuals refusing to leave public transportation, begging in and around shops and transport hubs and groups of young people on skateboards and bicycles causing a nuisance. (The Local Authority lead on rough sleeping).

ASB Incident Data by Month



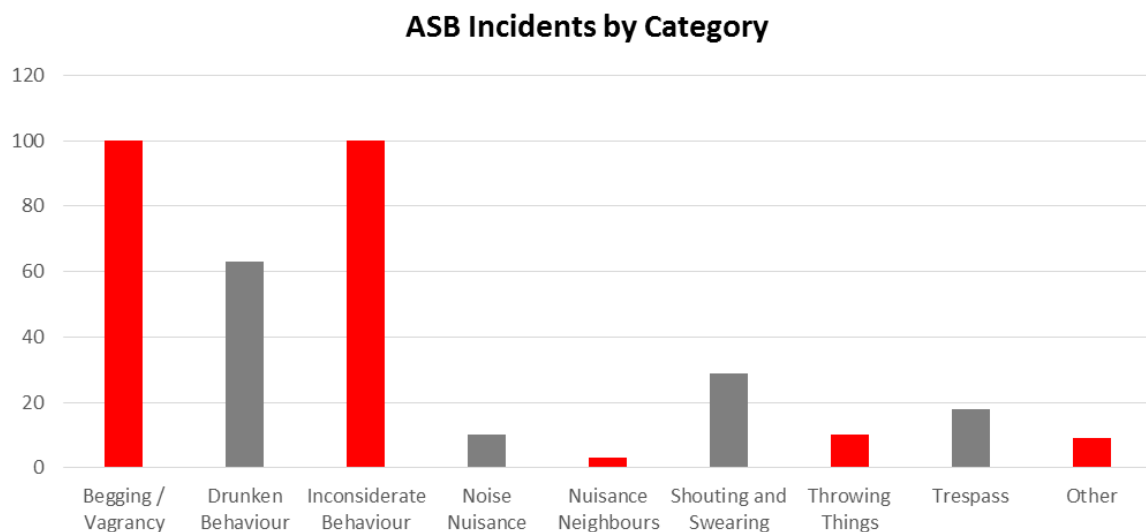
Month (2019)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
Incidents	81	98	130	117	91	105	101	110	112	120

The number of ASB incidents recorded each month has been steadily increasing over the three months to the end of October 2019, averaging 114 incidents a month compared to 99 for the previous three month period.

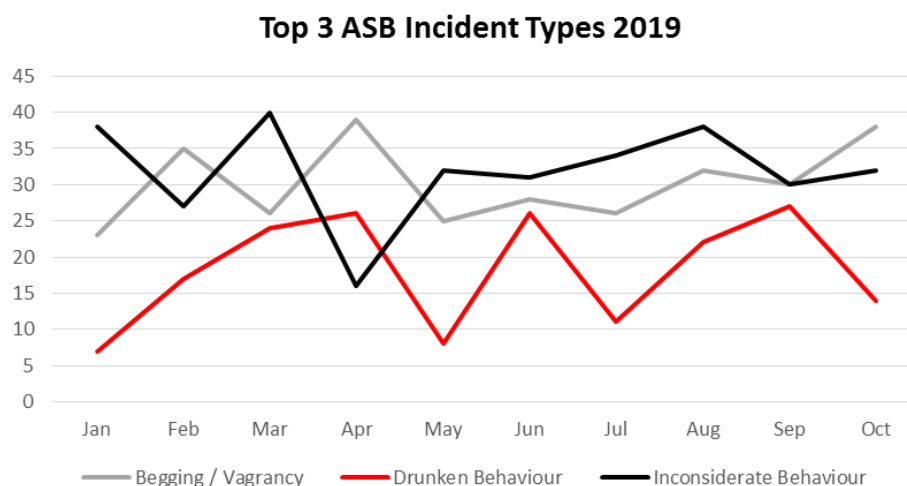
There is a slight upward trend currently but it is not statistically significant.

Data Breakdown August – October 2019

Highest Recorded Categories of ASB



The above graph demonstrates that **Inconsiderate Behaviour** and **Begging/Vagrancy** are the categories with the highest number of ASB incidents recorded in the current period. There were 100 incidents for both categories. The third most recorded are ASB incidents for **Drunken Behaviour**; where there were 63 such reports. These three categories remain the most common from the previous report. After reviewing records classified as '**Inconsiderate Behaviour**' some records could have been recorded in other categories in the above table as they have referred to specific behaviours such as drunkenness, playing loud music, throwing objects etc. Categorisation is based on the recording officer's interpretation and where some incidents refer to multiple categories they may have been recorded against inconsiderate behaviour as a catch-all. This could explain why it is always the most prevalent category in data returns.



The above graph shows the month by month levels of each of the top 3 categories, begging and vagrancy is following the general trend of ASB incidents and saw an increase in October. Inconsiderate behaviour incidents have conversely decreased over the three month period having peaked in August. Drunken behaviour reports peaked in September and were lower than expected in October.

Key issues reported in this period for inconsiderate behaviour included incidence of lone males refusing to leave buses or groups of youths skateboarding with a smaller number of issues around inconsiderate cycling or drug taking. For begging and vagrancy the most common issue was rough sleepers blocking access or exit points from buildings and often accumulating large amounts of rubbish or urinating in public, there has been a notable increase in reports of begging this period – particularly with young females.

How the Report Data was obtained

The data obtained in this report was completed using SAP Business Objects and extracting the information from RMS Niche. The search has been built on the criteria provided as a result of the ASB audit – it includes all occurrences where the local qualifier and stats classification are set to ASB.

Operation Luscombe

The Chief Inspector for Community Policing has worked with The Ministry of Housing, Communities and Local Government and secured £84,000 of funding to pay for one PC and one PCSO to work directly with the City of London Corporation's Outreach

Team and will focus specifically on ASB in the City. This will ensure the sustainability of Operation Luscombe.

4. Policing the Roads

As referenced in the Public Outstanding References to this meeting, CoLP is currently reviewing all roads related local statistics and how they are collected, collated and analysed. An staff member who retired (Alan Rickwood) previously provided a breakdown of statistics to partners within the CoL but why and to whom these were sent was not clear and it has transpired was not specifically part of the role. However, CoLP are keen to continue the collection and collation of key data and have met with colleagues from CoL Dept. of the Built Environment (DBE) (Tom Parker and Rory McMullen) to discuss the future data requirement. The reviewed data set will form part of the update on the Road Danger Reduction Plan Report to be tabled at the February PAB.

The Roads Policing Unit continues to work with partners to reduce crime and casualties and collisions, including the City of London Corporation, MPS, TfL, VOSA and DVLA. Further details of education and enforcement will be detailed in the full report on the Road Danger Reduction Plan to your February PAB.

6. Public Space Protection Order

Following engagement with the community and the City of London Corporation, a consultation has been published to ratify a Public Space Protection Order (PSPO) to cover the day of the London Marathon that covers the City. This was considered and approved at you November Police Authority Board. This is following continuous significant disorder at the London Marathon and will be the first PSPO in the City of London. It will prohibit street drinking and the taking of psychoactive substances in the East of the City from Tower Hill through to Blackfriars Bridge. It will only be in place on the day of the London Marathon and will be valid for three years.

7. Conclusion

This report informs Members of some of the community engagement activities undertaken since the last report and highlights current issues and the City of London Police response since the last report to your Board.

Contact

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Board(s): Police Authority Board- For information	Date(s): 22 nd January 2020
Subject: Quarterly Equality and Inclusion Update	Public
Report of: Commissioner of Police Pol 05-20	For Information
Report author: Kam Dhaliwal, Equality and Inclusion Manager	

Summary

This paper provides your Board with the quarterly update on Equality and Inclusion (E&I) related activities conducted by the Force since the previous report in October 2019. This report covers activity that has taken place and some information on future plans and actions for the City of London Police (CoLP). The areas covered by this report are:-

Equality & Inclusion Managers update – The Equality & Inclusion Manager has been attending workshops to understand the cultural barriers and perceptions of policing, with a view to embedding positive action. Additionally, the E&I Manager has been invited to South Wales Police in January 2020 to conduct a peer review of how that Force has embedded its action plan from the implementation of the College of Policing and the Home Office approved Diversity, Equality and Inclusion toolkit issued in 2018. Any learning will be brought back to CoLP to inform the Force’s approach to equality and inclusion.

The Independent Advisory Scrutiny Group – The Independent Advisory Scrutiny Group (IASG) is now in existence and the next step is further training and development for the new members.

The BAME Action Plan –The BAME Action Plan is being led by the Force Race Champion supported by HR and the staff support networks.

National LGBT+ Support Network – The Co-Chair of the National LGBT+ support network held a conference in November 2019 for all Co-Chairs.

Recommendation

It is recommended that this report be received and its content noted

Main Report

Background

1. The Commissioner undertook to provide Members with a quarterly written update on matters relating to the equality, diversity and inclusion portfolio. This report highlights the work being carried out across the Force in relation to the above and it provides an update since the last report to the Board in October 2019. There has been slightly less activity to report on than usual owing to the Christmas period.

Equality and Inclusion Managers Update

- **CoLP Diversity Data:** The Public Sector Equality Duty (PSED) Report template has been provided to HR to complete. The report contains information and data on the Forces diversity workforce representation, recruitment, retention and exit for the FY 2019-2020. Once completed, the report will be published on the Forces external website.
- **Understanding disproportionality in the outcomes of misconduct cases for officers & staff.** In the autumn of 2019 Phil Cain, Deputy Chief Constable, North Yorkshire Police wrote to all police forces to raise awareness that in recent years there has been growing evidence that Black, Asian, Minority Ethnic (BAME) officers and staff, disproportionately receive more severe outcomes in misconduct cases than non BAME colleagues. The complaints or misconduct investigations are generated internally rather than from a member of the public. The National Police Chiefs Council (NPCC) commissioned an internal study into this issue, which is supported by the Homes Secretary and Policing Minister, the National Black Police Association (NBPA) and is sponsored by various NPCC portfolios holders. A series of workshops took place in September 2019. This piece of work may extend to look at the experiences of LGBT+ members of staff and officers in police forces.

The Forces Equality and Inclusion Manager and Professional Standards Department (PSD) are working together to understand how the Force conducts its investigations and to see what equality data can be reviewed to see if this is an issue for CoLP. A terms of reference is being drafted and agreed to formalise the process. The equality data of people who are referred to PSD needs to be reviewed to help the Force understand if there are any trends with

the types of referrals being made for any of the protective characteristics and/or alternatively within a particular unit or department.

The Force is currently reviewing what equality data it already collects and collates using the current HR systems. Other UK Police Forces use some of the same HR systems as the Force and contact has already been made to benchmark. This is just one of the areas that the Force is looking to improve further and understand. The quality and accuracy of the equality data is imperative to understanding how diverse the Force is and any discriminatory trends or behaviours. HR Monitoring data is already reported to your quarterly Performance and Resource Management Committee (P&RM Committee) twice a year.

- **Diversity Training in Force:** To keep diversity, equality and inclusion current in the organisation, up to date training and continuous education is encouraged. The Equality & Inclusion Manager has provided the Force with a list of six diversity, equality and inclusion courses that are available on the College of Policing website. The courses are free and the only cost element will be the time needed to complete the courses. The courses will help staff, officers and managers build on personal relationships, and enhance communication skills required in policing and in the workplace. Three of the courses are for all staff and officers and the other three courses are for all managers and front-line staff / officers. The Equality Act course is the only course that is currently mandatory for all staff and officers to complete. Awareness is being raised with staff of the availability of these courses.
- **Equality, Diversity & Inclusion Peer Review:** The Forces Equality & Inclusion Manager has been invited to conduct a Peer Review of another Police Force. The aim is to review how the force have embedded the College of Policing and the Home Office approved Diversity, Equality and Inclusion toolkit and understand how they have overcome issues and review any best practice. Any learning will be brought back to CoLP. The Peer Review by the E&I Manager of South Wales Police Force, will take place at the beginning of January 2020. The toolkit available since 2018, allows police forces and law enforcement agencies the opportunity to develop their own bespoke action plans, with a view to attracting, recruiting, retaining and developing a diverse workforce. This links in to CoLP's BAME Action Plan which is based on the toolkit and was presented to the Performance and Resource Management Committee in 2018.

Independent Advisory Scrutiny Group

2. On Wednesday 11th December 2019 the newly recruited Independent Advisory Scrutiny Group (IASG) Members met and a Chair and Vice Chair were elected. Only the members who attended the meeting were permitted to vote. Two members from the previous Independent Advisory Group (IAG) and eight newly recruited members attended the meeting. The terms of reference still need to be confirmed and agreed by the members. The training and development of new members will take place early in 2020. Your Board has requested a post

implementation review of the new group to be reported to your Board in May 2020. This has been noted by Supt. Community Policing.

BAME Action Plan

3. The draft BAME Action Plan was presented to Members at the P&RM Committee in June 2018. The Forces Race Champion and Head of Human Resources (HR) are leading on the plan which is being monitored at the Equality and Inclusion Board chaired by the Assistant Commissioner. The Action Plan was further developed and was presented to the Force Strategic Management Board in November 2019. This is an on-going piece of work, which will incorporate any learning and recommendations from the NPCC lead for E&I, the national toolkit referred to above and any Peer Reviews. Further updates will be provided to the P&RM Committee periodically as part of the HR Monitoring Reports.

LGBT+ National Event for Chairs

4. The Chief Superintendent for the Economic Crime Directorate who is also the Co-Chair of the National Police LGBT Network organised a national conference on 11th November 2019. The event was attended by a number of Chairs and Co-Chairs of Police LGBT+ support groups from other Forces and law enforcement agencies. The event allowed attendees to learn how to develop their support networks, personal development and best practice when chairing a support network.

Conclusion

5. The Force continues to work on Equality and Inclusion issues, with oversight through the E&I Board. Acting on the feedback from the external benchmarking exercises assists the Force to incorporate best practice into its processes. Regular reporting to your Board ensures a scrutiny process is in place that holds the Force to account on its performance in this important area.

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