



Police Authority Board

Date: THURSDAY, 27 FEBRUARY 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 Meetings (all at 11.00am)

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**
3. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 22 January 2020.

For Decision
(Pages 1 - 8)
4. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 9 - 16)
5. **MINUTES - PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE**
To receive the draft public minutes and non-public summary of the Performance and Resource Management Committee meeting held on 7 February 2020.

For Information
(Pages 17 - 24)
6. **MINUTES - POLICE PENSIONS BOARD**
To receive the draft public minutes and non-public summary of the Police Pensions Board meeting held on 3 February 2020.

For Information
(Pages 25 - 28)
7. **MINUTES - ECONOMIC CRIME COMMITTEE**
To receive the draft public minutes and non-public summary of the Economic Crime Committee meeting held on 27 January 2020.

For Information
(Pages 29 - 32)
8. **CITY OF LONDON POLICE BUDGET MONITORING Q3**
Report of the Commissioner.

For Information
(Pages 33 - 48)

9. **POLICE FUNDING SETTLEMENT 2020/21 AND IMPACT ON MEDIUM TERM FINANCIAL PLAN**

Report of the Treasurer.

For Information
(Pages 49 - 52)

10. **CITY OF LONDON POLICE REVENUE AND CAPITAL BUDGET 2020/21**

Report of the Commissioner.

For Decision
(Pages 53 - 68)

11. **REQUEST FOR DELEGATED AUTHORITY - CITY OF LONDON POLICING PLAN 2020-2023**

Report of the Commissioner.

For Decision
(Pages 69 - 72)

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

Report of the Director of the Built Environment.

For Information
(Pages 73 - 80)

13. **GOVERNANCE REVIEW**

The Chairman to be heard.

For Information

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

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

16. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 22 January 2020.

For Decision
(Pages 81 - 86)

18. **NON-PUBLIC OUTSTANDING REFERENCES**
Joint Report of the Town Clerk and Commissioner.
- For Information**
(Pages 87 - 88)
19. **NON-PUBLIC MINUTES - POLICE ACCOMMODATION WORKING PARTY**
To receive the draft non-public minutes of the Police Accommodation Working Party meeting held on 13 February 2020.
- For Information**
(Pages 89 - 92)
20. **NON-PUBLIC MINUTES - PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE**
To receive the draft non-public minutes of the Performance and Resource Management Committee meeting held on 7 February 2020.
- For Information**
(Pages 93 - 94)
21. **NON-PUBLIC MINUTES - ECONOMIC CRIME COMMITTEE**
To receive the draft non-public minutes of the Economic Crime Committee meeting held on 27 January 2020.
- For Information**
(Pages 95 - 100)
22. **COMMISSIONER'S UPDATES**
The Commissioner & Chief Officers to be heard.
- For Information**
23. **SHARED SERVICES**
Report of the Commissioner. *TO FOLLOW.*
- For Decision**
24. **NATIONAL ENABLING PROGRAMME (NEP) - EXTENSION OF CONTRACT**
Report of the Commissioner. *TO FOLLOW.*
- For Decision**
25. **NATIONAL ENABLING PROGRAMME (NEP) - NOVATION OF CONTRACTS**
Report of the Commissioner. *TO FOLLOW.*
- For Decision**

26. **TRANSFORM PROGRAMME: UPDATE ON THE DEVELOPMENT OF CITY OF LONDON POLICE TARGET OPERATING MODEL (TOM) AND ALIGNED EFFICIENCIES**

Report of the Commissioner.

N.B. the report appendices will be circulated as late papers.

For Information
(Pages 101 - 106)

27. **NON-COMPLIANT PROCUREMENT WAIVER**

Report of the Commissioner.

For Decision
(Pages 107 - 116)

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

Report of the Town Clerk.

For Information
(Pages 117 - 118)

29. **REPORT ON ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 119 - 120)

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

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

Part 3 - Confidential Agenda - Circulated Separately

32. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 22 January 2020.

For Decision

33. **CITY OF LONDON COMMUNITY TRIGGER CASE REVIEW**

Report of the Head of Community Safety.

For Information

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POLICE AUTHORITY BOARD **Wednesday, 22 January 2020**

Minutes of the meeting of the Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 22 January 2020 at 11.00 am

Present

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

City of London Police Authority:

John Barradell	- Chief Executive
Simon Latham	- Deputy Chief Executive
Bob Roberts	- Director of Communications
Alex Orme	- Head of Police Authority Team
Oliver Bolton	- Deputy Head of Police Authority Team
Rachael Waldron	- Police Authority Compliance Lead
Alistair MacLellan	- Town Clerk's Department
Dr Peter Kane	- Treasurer
Alistair Cook	- Head of Police Authority Finance
Paul Chadha	- Comptroller & City Solicitor's Department

City of London Police Force:

Ian Dyson	- Commissioner
Karen Baxter	- Commander (Economic Crime)
David Evans	- T/Commander (Operations and Security)
Cecilie Booth	- Chief Operating and Finance Officer
Hayley Williams	- City of London Police

1. APOLOGIES

There were no apologies. The Town Clerk noted that Simon Duckworth would be arriving late.

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

Alderman Alison Gowman declared a non-pecuniary interest in Item 6 (City of London Police Provisional Revenue and Capital Budget 2020/21) by virtue of being a resident of the Barbican.

3. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 28 November 2019 be approved as a correct record.

4. **OUTSTANDING REFERENCES**

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

31/2019/P and 32/2019/P – Road Danger Reduction Plan

- The Commissioner agreed to brief the Special Interest Area Holder on road safety and consult on the update report prior to the February 2020 Board meeting.

35/2019/P – HMICFRS Meeting

- The Chairman noted he had met with HMICFRS in December 2019 and would contact HMI to follow up on the issues discussed at that meeting.

41/2019/P – Ethical Economic Partnerships Model

- The Chief Executive noted that actions arising from the last meeting namely Force consultation with the Authority; adoption of a register of organisations; and the submission of an annual report to the Board, would all be discussed at the regular internal Force/Authority Strategy session. The Chief Executive and Commissioner agreed to include the Professional Standards and Integrity Committee in their reporting.

RESOLVED, that the report be received.

5. **MINUTES - PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE**

RESOLVED, that the draft public minutes and non-public summary of the Professional Standards and Integrity Committee meeting held on 29 November 2019 be received.

6. **CITY OF LONDON POLICE PROVISIONAL REVENUE AND CAPITAL BUDGET 2020/21**

Members considered a report of the Commissioner regarding the City of London Police Provisional Revenue and Capital Budget 2020/21 and the following points were made.

- Members welcomed the fact that the projected overspend had been reduced from £2.2m to £0.6m, particularly given this included pension costs.
- A Member noted the planned closure of the Police facility at Shakespeare Tower set out at Reference 18 of the Savings Tracker 2020/21.
- The Treasurer reiterated that achieving proposed savings would be a challenging process. He added that the Police Funding Settlement was expected later that day and that both the Authority and the Force were hopeful that it would be in line with assumptions made within the provisional budget. Lastly, the Treasurer confirmed that the Authority would provide an uplift of £242k to the Force to meet the Middlesex Street Car Park costs in the Accommodation Programme.
- A Member welcomed the scrutiny of the provisional budget provided by the Board's Medium Term Financial Plan Working Party. He added that Reference (6) on the 2020/21 Savings Tracker (National Enabling Programme) was not within the Authority or Force's gift to achieve, and therefore cautioned that this appeared to be a risk that would mature towards the end of 2020/21. In response, the Commissioner noted that the tracker was a starting point, and its items would be subject to monthly scrutiny at Force level by a senior leadership group chaired by the Chief Finance and Operating Officer.
- The Commissioner noted that the Force had been working hard to achieve savings against increased expenditure required as a result of the London Bridge Stabbing and protests by Extinction Rebellion.
- In response to questions regarding staffing, the Commissioner replied that officer numbers had increased to over 800, which would be taken into account by the Medium Term Financial Plan. All UK Forces were looking to collaborate in terms of recruitment given the national drive for an additional 20,000 officers. Previously the Force had relied on the transfer of experienced officers due to a recruitment freeze and the need for specific skill sets, whereas the Force would now move towards recruiting new probationer officers.

RESOLVED, that the report be received.

7. PRESENTATION - CITY & HACKNEY SAFEGUARDING CHILDREN PARTNERSHIP

Members received a presentation regarding the City & Hackney Safeguarding Children Partnership, after which the following points were made.

- The Senior Professional Adviser confirmed that the Partnership was free to name organisations outside of its geographic area as statutory partners – these could include, for example, City of London Freeman's School in Surrey.

- The Senior Professional Adviser noted that, in his experience, the Partnership was not encountering any resistance to the new partnership arrangements, but that the Partnership now had the statutory leverage it needed should it need to exercise it.
- The Senior Professional Adviser noted that the quantum of casework handled by the partnership totalled 300-400 contacts, of which 10% required assessment and around 10 cases resulted in Child Protection Plans. Even a small increase in caseload i.e. 5 further Child Protection Plans would result in an exponential growth of the Partnership's work. One complicating factor facing the Partnership in the City was its highly transient daytime and night-time population.
- The Senior Professional Adviser agreed to circulate a link to the Partnership's website outside of the meeting (1/2020/P).

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

Members considered a report of the Commissioner regarding the Draft Policing Plan 2020-23 and the following points were made.

- A Member noted that the Plan should highlight the Force's local and national responsibilities more clearly, ideally via a one-page executive summary at the start of the document. The Member accepted that, whilst the Plan was ultimately concerned with local policing responsibilities, arguably the general public would not distinguish between the Force's local and national roles and therefore the documents should be reflective of that.
- The Commissioner noted that consideration would be given to how the finalised Plan could be publicised to encourage an appropriate level of engagement. He added that he would welcome guidance from the Chief Executive to what extent the Force's National Lead role should be included in the Plan, given this element was Home Office funded and the primary duty to investigate fraud lay with UK Forces. The Chief Executive confirmed that it would be appropriate to include reference to the Force's National Lead role and that the Plan, once agreed, should go to the Court of Common Council for endorsement.
- Members felt it appropriate to defer a decision on the Plan until Members had been given further opportunity to comment on the draft outside of the meeting. The report was therefore deferred for consideration at the February 2020 Board meeting.

RESOLVED, that consideration of the draft Policing Plan 2020-23 be deferred pending further feedback from Members (2/2019/P).

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

Members considered a report of the Town Clerk regarding the annual review of the Police Authority Board terms of reference and the following points were made.

- Members were supportive of the option within the report that implemented a term limit for Members of the Board of three terms of four years except when serving as Chairman or Deputy Chairman, with past Chairmen being eligible for a further four-year term.
- Members were content with the current frequency of meetings and the proposed amendments to the Board's terms of reference set out within the report's appendix.
- The Chief Executive noted that the Board's decision that day would be subject to approval by the Policy and Resources Committee and the Court of Common Council and encouraged the Board to consider making a submission to the City's forthcoming Governance Review.

RESOLVED, that Members

- Approve the submission of the amended terms of reference of the Board to the Policy and Resources Committee and Court of Common Council for consideration.
- Note the current frequency of meetings of the Board.
- Recommend to the Policy and Resources Committee and Court of Common Council the adoption of a term limit of service on the Board of three terms of four years except when serving as Chairman or Deputy Chairman, with past Chairmen being eligible for a further four-year term (3/2020/P).

10. QUARTERLY COMMUNITY ENGAGEMENT UPDATE

Members considered a quarterly report of the Commissioner regarding Community Engagement and the following points were made.

- The T/Commander (Operations and Security) noted the ongoing success of the mental health street triage scheme. A Member commented that it was difficult to draw conclusions from the report on appropriate allocation of resources to schemes such as this, and if data available on the impact of the triage response on how the Force/NHS and partner agencies dealt with mental health, supported the case for the scheme to be potentially rolled out nationally (4/2020/P).
- In response to a question, the T/Commander (Operations and Security) noted that funding for Luscombe was time limited but that the Force would continue to engage with government to ensure the scheme was sustainable.

- The T/Commander (Operations and Security) reassured Members, in light of recent national media, that the Force did not consider Extinction Rebellion (XR) to be a terrorist organisation.

RESOLVED, that the report be received.

11. QUARTERLY EQUALITY AND INCLUSION UPDATE

Members considered a quarterly report of the Commissioner regarding Equality and Inclusion and the following points were made.

- A Member requested that the Authority give some consideration to where the new Community Scrutiny Group (CSG) fell within the Special Interest Area Scheme, and what an appropriate level of Member engagement with the CSG might look like (5/2020/P).
- In response to a request from a Member that quarterly reports be more data driven, the Chief Executive agreed to liaise with the Commissioner to establish agreed report formats that would be set for a defined period (e.g. 6-12 months) provide report authors with certainty, whilst also allowing for amendments to be made when appropriate (6/2020/P).

RESOLVED, that the report be received.

12. THE MACKEY REVIEW

The Chief Executive noted that the Mackey/Savill Review had not yet been published and therefore this item was withdrawn.

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

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

15. EXCLUSION OF THE PUBLIC

RESOLVED, that under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items 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 28 November 2019 be approved as a correct record.

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 - MEDIUM-TERM FINANCIAL PLAN WORKING PARTY

RESOLVED, that the non-public minutes of the Medium Term Financial Plan Working Party meeting held on 10 January 2020 be received.

19. **NON-PUBLIC MINUTES - PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE**

RESOLVED, that the non-public minutes of the Professional Standards and Integrity Committee meeting held on 29 November 2019 be received.

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

Members considered a report of the Commissioner regarding Fees and Charges – Service Costing and Pricing – Full Cost Recovery Model for Funded Units.

21. **RESOLUTION - CITY OF LONDON POLICE RIVER CAMERAS PROJECT**

Members considered a resolution of the Health and Wellbeing Board regarding the City of London Police River Cameras Project.

22. **PROCUREMENT WAIVER (SOLE SUPPLIER)**

Members considered a report of the Commissioner regarding a Procurement Waiver (Sole Supplier).

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

Members considered a Gateway 6 report of the Commissioner regarding the Joint Contact and Control Room (JCCR): Transfer of Corporation Contact Centre.

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

Members considered a Gateway 6 Progress report of the Commissioner regarding the Action Know Fraud Programme.

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

Members considered a joint Gateway 5 Issue report of the City Surveyor, Chamberlain and Commissioner regarding the Police Accommodation Strategy: Decant Programme – Bishopsgate Request for Budget Increase.

26. **COMMISSIONER'S UPDATES**

The Commissioner was heard regarding current issues facing the Force.

27. **SHARED SERVICES**

The Commissioner was heard regarding Shared Services Review.

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

Members considered a report of the Commissioner regarding the Transform Programme: Update on the development of the City of London Police's Target Operating Model (TOM) and aligned efficiencies.

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

Members considered a report of the Commissioner regarding a s22 Collaboration Agreement – Initial Firearms Command Provision of Services.

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

Members considered a report of the Town Clerk regarding action taken since the last meeting.

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

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

RESOLVED, that two hours having elapsed since the start of the meeting, that under Standing Order 40 of the Court of Common Council, the meeting be extended until all items of business had been concluded.

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

There were no questions.

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

There was one item of urgent business.

The meeting ended at 1.07 pm

Chairman

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

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

15/2018/P	Item 4 Outstanding References	Barbican CCTV will form part of Secure City Programme when CCTV is reviewed in the round.	Commissioner of Police	DUE SIX MONTHS POST-CROSSRAIL OPENING
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	COMPLETE On agenda
29/2019/P	October 2019 Item 5 PSI Committee Minutes	<p>Visits Schedule for Members to be developed.</p> <p>Professional Standards Directorate Site Visit to be extended to all PAB Members.</p>	Town Clerk in consultation with the Commissioner	<p>COMPLETE At present the schedule consists of a PSD Site Visit on 19 February 2020 and two NFIB Site Visits on 26 February 2020 and 5 March 2020.</p> <p>Future visits will be convened on a quarterly basis, with the Police Authority Team highlighting areas of potential interest for Members.</p> <p>COMPLETE Invitation to PSI Committee Visit all PAB Members by Outlook invitation on 22 January 2020 at 2.42pm.</p>

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

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	IN PROGRESS - NOW DUE JULY 2020 The evaluation of Cyber Griffin commissioned by the COL, is going to be completed by external consultants and the tender returns were received on 7 February. The plan is for the evaluation to be completed by April. It will then need to go through CoL/CoLP oversight and working groups in May/ June so would recommend the report is timetabled for July PAB.
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 SIA Member to be consulted ahead of report submission to February 2020 Board.	Commissioner of Police	Road Policing Unit Inspector states that interim figures have been supplied to the Member. Please see update below at 32/2019/P on the Road Danger Reduction report. As per update below, report is now due April 2020.

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

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	WAS DUE FEBRUARY 2020 – REMAINS IN PROGRESS AND DUE APRIL 2020 Road Policing Unit Inspector has sent information regarding cycling education and enforcement to Department of Built Environment (DBE) for inclusion in the joint report. DBE state that they have been unable to achieve this deadline owing to staff changes and have said they will complete their elements of the report in March for submission to April PAB.
34/2019/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
37/2019/P	November 2019 Item 9 – Annual Update on Custody of Vulnerable Persons	Police Authority Board to be updated on progress on options for provision of exercise yard at Bishopsgate Police Station	Commissioner of Police	IN PROGRESS Report due April 2020

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

39/2019/P	November 2019 Item 10 – Operation Luscombe Review	Police Authority Board to receive confirmation whether the figures within the report referred to begging or begging & vagrancy; whether British Transport Police figures were included; and the proposed timeline for review and funding.	Commissioner of Police	<p>COMPLETE</p> <p>The figures did refer to begging AND vagrancy in this report; they do not include BTP figures as BTP record separately. Funding has been agreed with the Ministry of Housing, Communities and Local Government (MHCLG) and they have committed to £84k for 6 months to contribute towards 1 PC and 1 PCSO for Op Luscombe and to be embedded in the CoL Outreach and ASB team.</p> <p>The funds will most likely be a permanent funding feature from the MHCLG after the 6-month pilot but this is yet to be confirmed.</p> <p>The dedicated officers are completing a detailed monthly report to the MHCLG which will assist us in reviews moving forward</p>
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CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

41/2019/P	November 2019 Item 14 – AOB – Ethical Economic Partnerships Policy	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. Ethical Partnership reporting to be submitted to PSI Committee and Police Authority Board.	Commissioner of Police	IN PROGRESS Timeline for delivery to be discussed at February 2020 meeting.
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CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

1/2020/P	January 2020 Item 7 – City & Hackney Safeguarding Children Partnership	Link to guidance etc. to be circulated to the Police Authority Board	Town Clerk	COMPLETE Email issued to PAB Members on 22 January 2020 at 4.24pm
2/2020/P	January 2020 Item 8 – Policing Plan	Members to provide feedback on draft plan prior to 13 th February and finalised plan to be submitted to February 2020 meeting and April 2020 Court of Common Council	Town Clerk	COMPLETE Feedback on the draft Policing Plan has been received by the Force.
3/2020/P	January 2020 Item 9 – Annual Review of Terms of Reference	Proposal on term limits to be submitted to Policy and Resources Committee and Court of Common Council, and to City Governance Review.	Town Clerk	IN PROGRESS – DUE FOR SUBMISSION TO MARCH 2020 POLICY AND RESOURCES COMMITTEE
4/2020/P	January 2020 Item 10 – Quarterly Community Engagement Report	Cdr Operations to explore the possibility of data collation and analysis demonstrating impact of mental health triage to potentially support case for national roll-out.	Commissioner of Police	IN PROGRESS Community Policing is looking into this. However, with regard to national roll out of this initiative, NPCC are already supportive of the approach based on the reviews and evidence already supplied, so additional evidence may not be necessary. A further update can be provided at the April 2020 meeting.

CITY OF LONDON POLICE AUTHORITY BOARD – PUBLIC REFERENCES

5/2020/P	January 2020 Items 10 and 11 – Quarterly Reporting for Community engagement and E&I	Force to liaise with Authority and SIA Members to determine report format for six-month period.	Commissioner of Police	IN PROGRESS The lead member for Community Engagement and E&I was written to on the 23 January outlining reports and data provided already to various committees and seeking his views. The Lead Member has indicated that he is giving this further consideration and thought.
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**PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE
POLICE AUTHORITY BOARD
Friday, 7 February 2020**

Minutes of the meeting of the Performance and Resource Management Committee
of the Police Authority Board held at Committee Rooms, 2nd Floor, West Wing,
Guildhall on Friday, 7 February 2020 at 10.30 am

Present

Members:

Deputy James Thomson (Chairman)
Douglas Barrow (Ex-Officio Member)
Deputy Keith Bottomley
Tijs Broeke
Andrew Lentin
Kenneth Ludlam (External Member)
Caroline Mawhood (External Member)
Deborah Oliver
Dawn Wright

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Rachael Waldron	- Compliance Lead
Alistair MacLellan	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Treasurer
Alistair Cook	- Head of Police Authority Finance
Matt Lock	- Head of Audit and Risk Management

City of London Police Force:

Alistair Sutherland	- Assistant Commissioner
Oliver Shaw	- Detective Superintendent
Luke Baldock	- Chief Inspector
Paul Adams	- Head of Governance and Assurance
Carl Tomlinson	- Finance Director
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Nick Bensted-Smith. The Town Clerk noted that Tijs Broeke had given notice that he would be arriving late.

The Chairman welcomed Dawn Wright to her first meeting.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 15 November 2019 be approved as a correct record. In response to a query, the Town Clerk confirmed that Dawn Wright's appointment was up until April 2020.

4. **REFERENCES**

Members considered a joint report of the Town Clerk and Commissioner regarding references arising from previous meetings.

RESOLVED, that the report be received.

5. **BUDGET MONITORING QUARTER 3 2019/20**

Members considered a report of the Commissioner regarding Budget Monitoring Quarter 3 2019/20 and the following points were made.

- The Finance Director introduced the report and emphasised the fact that the Force was carrying significant vacancies as outlined at table six within the report.
- The Deputy Treasurer was heard, who welcomed the assurances regarding non-pay going forward as set out at table three. They added that there was a risk around filling the 44 posts for which the Home Office had provided the Force with £1.2m. Finally, the Deputy Treasurer expressed some caution over the exact budget for the projects set out at table eight.
- The Assistant Commissioner noted that, regarding recruitment, the Force had convened a Recruitment Gold Group to oversee the issue, although he cautioned that the Force was seeking to recruit at a time of high national demand given the government's commitment to recruit 20,000 new officers.
- In response to a question, the Finance Director replied that the Force did not have a contingency budget in the event of failing to recruit to the existing vacancies – any budget variance would need to be offset, or a funding request submitted to the Home Office.
- The Chairman welcomed the work that the Force had put in to provide Members with a greater understanding on pay elements of the budget but noted that a similar exercise should now be conducted to achieve a greater level of confidence in non-pay elements of the budget. He asked for the Force to provide an assurance that the final version of the Medium-Term Financial Plan would provide this.
- A Member expressed concern over the impact of incidents such as London Bridge and related inquests on the Force budget and suggested that the Force review how examples of this budget impact could be mitigated in future.

- In light of discussion, Members requested that the Treasurer work with the Force to develop a Reserves policy for the Force.
- A Member noted that a budget line on utilities should be straightforward to forecast.
- In response to a question, the Assistant Commissioner replied that the Force classed overtime as either planned or unplanned, with planned overtime being straightforward to control..
- In response to a question, the Assistant Commissioner agreed to provide confirmation that the Force was compliant with Proceeds of Crime Act (POCA) guidelines in terms of allocating funds for services.
- A Member noted that Crime and Uniformed policing were two areas carrying significant vacancies which were also a priority for the Force and Authority in terms of the Policing Plan. Members requested in light of this that workforce assumptions be made clear in the Medium-Term Financial Plan.

RESOLVED, that the report be received.

6. POLICE FUNDING SETTLEMENT 2020/21 AND IMPACT ON MEDIUM TERM FINANCIAL PLAN (MTFP)

Members considered a report of the Treasurer regarding the Police Funding Settlement 2020/21 and impact on the Medium-Term Financial Plan.

RESOLVED, that the report be received.

7. CITY OF LONDON POLICE PROVISIONAL REVENUE AND CAPITAL BUDGET 2020/21

Members considered a report of the Commissioner regarding the City of London Police Provisional Revenue and Capital Budget 2020/21 and the following points were made.

- The Chairman noted that the report had already been reviewed by the Police Authority Board at its January 2020 meeting, and that a further updated version including more strategic narrative would be submitted to the February 2020 meeting.
- The Chairman noted that the budget contained some elements of risk, namely given the fact that some budget lines i.e. the National Enabling Programme (NEP) were outside of the Authority and Force's control.
- In response to a question, the Finance Director confirmed that the budget forecast a vacancy rate of £1.2m, or 28 posts. The forecast overtime remained unchanged despite less vacancies given that overtime was an ever-present budget pressure which would nevertheless be closely monitored.

- The Head of Police Authority Finance cautioned that funding for Action Know Fraud had yet to be reflected in the budget.
- The Chairman referred to the reference to support services within the report and noted the scope for shared services between the Authority and the Force, which would be the subject of a report to the Police Authority Board.

RESOLVED, that the report be received.

8. INTERNAL AUDIT UPDATE REPORT

Members considered an update report of the Head of Audit and Risk Management (Authority) regarding Internal Audit and the following points were made.

- In response to a question, the Head of Audit and Risk Management confirmed that the scheduled 2020 audit programme would be completed by March, but that the final report would take a little longer to produce.
- In response to concerns raised regarding the backlog of work, the Head of Audit and Risk Management noted that he was relatively new in post and was working hard to address the backlog.
- In response to a comment, the Head of Audit and Risk Management agreed to review how the Internal Audit function compared with other Police Authorities and PCCs..
- In response to a comment regarding revised financial controls the Finance Director noted that the Force's Finance Team was relatively new in post, and that he was confident the revised controls would stand up to scrutiny.
- The Chairman noted that internal audit recommendations regarding the Transform Programme had been implemented, hence that audit being graded Green – nevertheless Members should be mindful that implementation of the Transform operating model did not commence until April 2020.

RESOLVED, that the report be received.

9. POLICING PLAN 2019-20- PERFORMANCE AGAINST MEASURES FOR END Q3

Members considered a report of the Commissioner regarding the Policing Plan 2019/20 – performance against measures for end Q3 and the following points were made.

- The Assistant Commissioner noted that significant increases in crime were being recorded in areas that historically had not been an issue i.e. violent robbery. The Safer City Partnership would have a key role in

addressing areas such as this during 2020/21, alongside the Force's Transform programme.

- In response to a question, the Assistant Commissioner noted that the Force would shortly be reviewing its Control Strategy to ensure that it was appropriately targeted.
- Members noted the importance of Community Policing in their contribution to community safety and engagement and suggested that the Police Authority Board carry out a deep dive review of this strand at a future meeting.
- Members noted that ratepayers had a key role in feeding into Community Policing.

RESOLVED, that the report be received.

10. STAFF SURVEY - 8 COMMITMENTS

Members considered a report of the Commissioner regarding the Staff Survey – 8 Commitments and the following points were made.

- In response to a question, the Chief Inspector noted that the Force was liaising with Durham University regarding future survey iterations. On the basis of advice from Durham, the Force had decided against holding a shorter-format 'pulse' survey in the period since 2017.
- In response to a request, the Chief Inspector agreed to ensure that the forthcoming staff survey would be benchmarked against the 2017 iteration.

RESOLVED, that the report be received.

11. HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE & RESCUE SERVICES (HMICFRS) INSPECTION UPDATE

Members considered an update report of the Commissioner regarding Her Majesty's Inspector of Constabulary, Fire and Rescue Services (HMICFRS) and the following points were made.

- The Chief Inspector noted that the scheduling of inspections over the past 18 months had proved challenging for the Force in terms of resourcing appropriate responses. The number of Red recommendations had been reduced from 8 to 6, and it was estimated that the next PEEL inspection would take place in 2021.
- In response to a comment, the Assistant Commissioner agreed to ensure that explicit timelines for implementation were allocated to responses to recommendations, and assured Members that in the meantime each recommendation was closely monitored within the Force.

- The Assistant Commissioner noted that the Force was awaiting guidance from the National College of Policing regarding unconscious bias training.
- The Chairman requested that the Force and Authority consider how best to ensure HMICFRS and Mackey/Savill recommendations regarding the National Lead Force element could be appropriately addressed.

RESOLVED, that the report be received.

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

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

14. EXCLUSION OF THE PUBLIC

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

15. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 15 November 2019 be approved as a correct record.

16. NON-PUBLIC REFERENCES

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

17. MINUTES - MEDIUM TERM FINANCIAL PLAN (POLICE) WORKING PARTY

RESOLVED, that the minutes of the Medium-Term Financial Plan Working Party meeting held on 10 January 2020 be received.

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

Members considered a report of the Commissioner regarding the Transform Programme: Update on the development of City of London Police's Target Operating Model and Aligned Efficiencies.

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

There were no non-public questions.

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

There was no other business.

The meeting ended at 12.20 pm

Chairman

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

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POLICE PENSIONS BOARD

Monday, 3 February 2020

Minutes of the meeting of the Police Pensions Board held at the Guildhall EC2 at 1.45 pm

Present

Members:

Alderman Ian Luder (Chairman)
John Todd (Deputy Chairman)

Alexander Barr

City of London Police Authority:

Alistair MacLellan	- Town Clerk's Department
Matt Mott	- Pensions Manager, Chamberlain's Department
Graham Newman	- Chamberlain's Department

City of London Police Force:

Carl Tomlinson	- Finance Director
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1. APOLOGIES

Apologies were received from Helen Isaac, Tim Parsons and Mike Reed.

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

There were no declarations.

3. MINUTES

RESOLVED, that the public minutes and non-public summary of the meeting held on 8 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.

2/2019/P – Update on Due Diligence and Market Research

- The Chairman requested that a representative from City Procurement be invited to the June 2020 meeting. Further, the Chairman opined that an extension of the existing contract may be necessary notwithstanding the fact the current contract ran up until October 2022.

9/2019/P – Member Completion of Training Modules

- Members noted that this was an ongoing issue and therefore the current reporting metric should be updated to provide greater visibility and oversight of which Members needed to complete which modules.

10/2019/P – Training Feedback

- The Chairman requested that the offer of bespoke training should be recirculated, and this reference then closed.

12/2019/P – Scheme Member Communication regarding Legal Challenge

- The Chairman noted that Home Office guidance was awaited and that, once this was received, an email communication could be issued to Scheme Members accordingly. The Chairman was mindful that it was not the role of the Pensions Board to offer Scheme Members advice, but that it was important to ensure Scheme Members were appropriately informed.

14/2019/P – Scheme Member Communication regarding Commutation Lump Sums

- The Pensions Manager noted that this reference had been completed as per the update report on the agenda at item 6 and could therefore be closed.

15/2019/P – Revisions to Risk Register

- The Finance Director noted that the McCloud Judgement would be added to the Force risk register and incorporated into the Medium Term Financial Plan.
- The Chairman suggested that the Force should be alerted to the issue of how to collect back-dated employee contributions.
- The Pensions Manager noted that the other revisions were dealt with as per the report on the agenda at item 5. The Chairman noted that officers should remain alive to the risk of unforeseen staff absence.

RESOLVED, that the report be received.

5. THE CITY OF LONDON: POLICE PENSION SCHEME - REVISION TO THE RISK REGISTER

Members considered a report of the Chamberlain regarding the City of London Police Pension Scheme – Revision to the Risk Register and the following points were made.

- A motion by a Member, which was seconded, was moved to amend the recommendation within the report to note that Members were not aware of any further risks relating to Police Pensions administration, provided steps were taken to ensure an early update of the administrative IT system.

RESOLVED, that Members

- Have reviewed the existing risks and actions present on the Police Pensions Board Risk Register, and confirm that to the best of their knowledge on the information provided that appropriate control measures were in place, and
- Are not aware of any further risks relating to pension administration overseen by the Police Pensions Board, provided early steps were taken to update the IT administrative system.

6. THE CITY OF LONDON: POLICE PENSION SCHEME - UPDATE

Members considered an update report of the Chamberlain regarding the City of London Police Pension Scheme and the following points were made.

- In response to a question regarding Legal Challenge 2 (Evans & Ashcroft vs Chief Constable of South Wales), the Pensions Manager noted that the judgement related to injury rather than ill health and committed to providing an update outside of the meeting on how many City of London officers were affected by the ruling.

RESOLVED, that the report be received.

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

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT
Thanks to the Chairman

Members were heard regarding the fact that this was the Chairman's last meeting prior to him standing down from the Police Authority Board in April 2020. Members noted that the Chairman had been in post since the Pensions Board was established and thanked him for his advice and support to each of them on joining the Board.

9. EXCLUSION OF THE PUBLIC

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

10. NON-PUBLIC MINUTES

RESOLVED, that the non-public minutes of the meeting held on 8 October 2019 be approved as a correct record.

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

There were no questions.

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

There was no other business.

The meeting closed at 2.31 pm

Chairman

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

ECONOMIC CRIME COMMITTEE OF THE POLICE AUTHORITY BOARD **Monday, 27 January 2020**

Minutes of the meeting of the Economic Crime Committee of the Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 27 January 2020 at 1.45 pm

Present

Members:

Nicholas Bensted-Smith (Chairman)
Deputy Keith Bottomley
Alderman Emma Edhem
Andrew Lentin
Deputy Robert Merrett
Deputy Henry Pollard

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Bob Roberts	- Director of Communications
Alex Orme	- Head of Police Authority Team
Oliver Bolton	- Deputy Head of Police Authority Team
Alistair MacLellan	- Town Clerk's Department

City of London Police Force:

Perry Stokes	- T/Detective Chief Superintendent
Oliver Shaw	- Detective Superintendent
Chris Felton	- Director of Economic Crime Academy
Jennifer V	- City of London Police
Alix Newbold	- City of London Police
Teresa La-Thangue	- City of London Police

1. APOLOGIES

Apologies were received from Doug Barrow, Simon Duckworth and Deputy James Thomson.

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

There were no declarations.

3. MINUTES

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

4. PUBLIC REFERENCES

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

RESOLVED, that the report be received.

5. **PUBLIC REPORTS**

The Town Clerk noted that there were no public reports due for consideration.

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

6.1 **Mackey Review of Action Fraud**

The recently published Mackey/Savill Review of the national 'lead force' responsibilities of the City of London Police and the effectiveness of investigations in the UK was discussed and the following points were made.

- The Commissioner welcomed the review and noted that the Force would be working with the Home Office to address the recommendations raised within it.
- The Deputy Chief Executive similarly welcomed the review and confirmed that the Authority would work with the Force to address its recommendations. The Authority recognised that all 43 Forces in England needed to be engaged in order to address the issue of fraud and noted the review's recommendation that the City of London Police remained at the heart of any future solution to combat fraud.
- The Director of Communications (Authority) noted that the publication of the review had attracted fair and balanced coverage.

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

There were no questions.

8. **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.

9. **NON-PUBLIC MINUTES**

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

10. **NON-PUBLIC REFERENCES**

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

11. **MACKEY REVIEW OF ACTION FRAUD**

The Commissioner was heard regarding the recently published Mackey/Savill Review of the national 'lead force' responsibilities of the City of London Police and the effectiveness of investigations in the UK.

12. NON-PUBLIC REPORTS

12.1 Investment in National Policing Strategy for Fraud

Members considered a report of the Commissioner regarding Investment in National Policing Strategy for Fraud.

12.2 City of London Police - Interpol & Europol Engagement

Members considered a report of the Commissioner regarding City of London Police – Interpol & Europol Engagement.

12.3 Economic Crime Directorate Q3 Performance Report - October-December 2019

Members considered a report of the Commissioner regarding Economic Crime Directorate Performance Q3 – October-December 2019.

12.4 Economic Crime Academy Performance Data - December 2018-December 2019

Members considered a report of the Commissioner regarding Economic Crime Academy Performance Data – December 2018-December 2019.

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

There were no questions.

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

There was one item on other business.

The meeting ended at 3.35 pm

Chairman

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

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Committee: Police Performance and Resource Management Committee Police Authority Board	Date: 7 th February 2020 27 th February 2020
Subject: Budget Monitoring Quarter 3 2019/20	Public
Report of: Commissioner of Police Pol 14-20	For Information
Report author: Cecilie Booth, Chief Operating and Chief Financial Officer	

Summary

The Chief Officer Cash Limited budget at the start of the year was £72.7m. The budget increased in Q1 to £73.4m following the transfer of 15 City of London Corporation (CoL) staff and associated budget to the Joint Contact Centre. Budgets have been adjusted to reflect the 67 growth bid posts in line with expected on boarding.

This report outlines the financial position for the third quarter of the 2019/20 financial year. Current projections indicate an overspend of £0.6m by the end of the year, which is an improvement on previously reported projections. The position includes full drawdown of the £2.5m POCA reserve.

The main pressure is the unfunded increase in Police Officer pension contributions in the region of £2.5m based on full establishment. Based on the current workforce, the actual spend is in the region of £2.1m.

Recruitment projections in respect of the agreed 67 growth posts indicate in year spend of £1m. The £2.5m POCA reserve will be fully utilised to fund the cost of the additional pension and new posts, leaving a projected overspend position of £0.6m.

Further pressures include overtime, a larger pay award for Officers than expected, legal costs in relation to the London Bridge inquest and additional costs through the policing of significant public order events.

Savings of £6.3m are built into the budget, with £4.7m in pay and £1.6m in non-pay. These savings are forecast to be achieved, however, maintaining acceptable service levels whilst holding the required vacancies continues to be a challenge.

Ongoing work relating to workforce management, maximising income and managing non-essential expenditure continue to bring the position back within budget by the end of the year.

Recommendation

Members are asked to note the report.

1 Chief Officer Cash Limit Budget

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

Table 1

Funding Type	Amount (£000)	%
Core Grant (inc NICC)	57,100	78%
Business Rates Premium	13,000	18%
Precept grant	2,700	3%
CoL Contact Centre	680	1%
Total Funding	73,480	100%

1.2 The latest forecast position is summarised below.

Table 2

	19/20 Latest Budget £m	Budget YTD £m	Actual (Q3 YTD) £m	Variance YTD £m	Forecast £m	Proj Variance £m
Pay						
Officers – net	50.7	38.1	39.0	0.9	51.3	0.5
Staff – net	24.9	18.7	17.0	(1.6)	22.8	(2.1)
Overtime	2.0	1.5	1.8	0.3	2.9	0.9
Agency	2.4	1.8	1.3	(0.5)	2.5	0.1
Indirect employee costs	2.2	1.7	1.1	(0.6)	1.8	(0.4)
Pensions Contrib.	20.4	15.3	0.0	(15.3)	20.4	0.0
Total Pay	102.7	77.0	60.2	(16.9)	101.7	(1.1)
Non-Pay	39.7	29.8	20.8	(9.0)	42.8	3.2
Total Expenditure	142.4	106.8	81.0	(25.8)	144.5	2.1
Income						
Specific Grant	(52.2)	(39.2)	(23.5)	15.7	(51.8)	0.4
Partnership	(13.6)	(10.2)	(6.4)	3.8	(14.9)	(1.3)
Fees & Charges	(3.2)	(2.4)	(2.1)	0.2	(3.8)	(0.6)
Total Income	(69.0)	(51.7)	(32.0)	19.7	(70.5)	(1.5)
Funding	(73.5)	(55.1)	(36.7)	18.4	(73.5)	0.0
Underlying Deficit	(0.0)	(0.0)	12.2	12.3	0.6	0.6

1.3 Table 2 indicates a projected overspend of £0.6m, primarily due to the additional costs associated with the 9.7% increase to Police Officer pension contribution and recruitment to the new 67 posts. This has improved from the Q2 forecast of £2.2m overspend mainly due to the timing of recruiting to the 67 new posts. The POCA reserve will be fully utilised to fund the projected overspend.

1.4 In addition, the following pressures are contributing to the projected overspend:

- Overtime – a projected overspend of £0.9m (please see overtime section below)
- The confirmed 2.5% pay award for Police Officers against a budget of 2%
- Legal costs in respect of the London Bridge inquest
- Non-pay pressures on business rates and subscription charges

1.5 The YTD variance on pay relates to police pension payment which is fully funded by Home Office grant and paid at year end. The YTD variance position on income relates to Home Office grants which are usually received at the end of the year.

2 Savings Target

2.1 Budget mitigations of £6.3m are required in-year to deliver within budget. This comprises £4.7m in pay and £1.6m in non-pay. The savings plan continues to be monitored closely through internal governance and fortnightly monitoring meetings with the Police Authority. Pay savings have been delivered through workforce and vacancy management in core funded posts. The level of required monthly pay savings is £0.390m (81 posts, officers / staff). Non-pay savings of £1.6m have been identified as set out in Table 3 below.

2.2 Projections indicate that we are on course to deliver the required savings, which requires continuous strong vacancy management. There are currently 99 FTE core funded vacancies. Maintaining acceptable service levels whilst holding the required level of vacant posts as part of agreed pay mitigation continues to be challenge.

Table 3

Savings Tracker	Target (£000)	YTD Actual (£000)	Forecast (£000)	Variance (£000)	Risk
Vacancy factor	3,700	2,785	3,713	13	G
Transform pay savings - holding branch	1,000	750	1,000	0	G
Total pay	4,700	3,535	4,713	13	
Corporate Plan income	300	286	392	92	G
Facilities Management	500	375	500	0	G
Seized assets disposal	300	160	300	0	A

Agency staff	500	375	500	0	G
Total non-pay	1,600	1,196	1,692	92	
Total	6,300	4,731	6,405	105	

3 Directorate Revenue Position

3.1 As at the end of quarter three, current projections indicate a budget deficit of £0.6m. The table below sets out the Directorate position. This includes £6.3m budget mitigations shown above and continued robust vacancy management and the full effect of the increased pension contributions.

Table 4

	2019/20 Budget £'m	Budget YTD £'m	Actual YTD £'m	Variance YTD £'m	Projected Outturn £'m	Projected Variance £'m
BSD	27.5	20.6	(4.0)	(24.6)	26.1	(1.4)
Crime	10.6	7.9	8.5	0.5	10.4	(0.1)
ECD	7.9	5.9	21.1	15.2	7.9	(0.0)
I&I	11.9	8.9	9.4	0.5	13.4	1.5
UPD	15.6	11.7	14.0	2.3	16.3	0.6
Grand Total	73.4	55.1	49.0	(6.1)	74.0	0.6

3.2 Table 5 below outlines the position without the additional unfunded pension, showing a projected budget underspend of £1.5m. This has moved since Q2 from a projected underspend of £0.044m. The main Directorate movement is within BSD where the unfunded pension increase is held. Budgets for all vacant posts are transferred to BSD as part of the budget mitigations plan.

Table 5

Directorate	2019/20 Budget £'m	Projected Outturn £'m	Projected Variance £'m
BSD	29.8	25.9	(3.9)
Crime	10.1	10.1	(0.0)
ECD	7.3	7.4	0.0
I&I	11.6	13.1	1.6
UPD	14.6	15.4	0.8
Grand Total	73.4	71.9	(1.5)

Directorate Variances (See Table 4)

3.3 Business Support Directorate (BSD) - £1.4m underspend

The Directorate is forecasting an underspend due to recognition of drawdown of the full POCA reserve. The Directorate holds the unfunded additional police officer pension pressure and the pay budget mitigation of £3.0m. The position includes spend of £0.250m relating to the London Bridge inquest. The YTD actual includes receipt of the full year pension deficit grant.

The Directorate is holding core funded net vacant posts of 3.8 FTE.

3.4 Crime - £0.1m underspend

The Directorate is forecasting an underspend primarily due to receipt of additional grant income in year. There are minor variances across non-pay budgets, however, there are no significant financial risks.

The Directorate is holding core funded net vacant posts of 15.7 FTE.

3.5 Economic Crime Directorate (ECD) - breakeven

The Directorate is 81% externally funded. The primary risk is the position on Action Fraud. The position is subject to continued monitoring. The appropriate recharge between core funded and externally funded units is subject to on-going review.

The Directorate is holding core funded net vacant posts of 7.5 FTE.

3.6 Intelligence and Information (I&I) - £1.5m overspend

The projected overspend position within I&I is due to a number of factors, primarily relating to non-pay including subscription costs within the Command Hub, professional fees paid for Regulation of Investigatory Powers Act (RIPA) requests in the Central Authorities Bureau and pressures in respect of the cost of licences, subscriptions and maintenance costs for information security.

There is further pressure on overtime, mainly within the Command Hub. Overtime activity is driven by demand and the 24 hour nature of work that the Command Hub and Surveillance team undertake. Various measures have been introduced to address and manage overtime, including reviewing shift patterns. Overtime however remains an area of risk especially with unpredictable nature of high profile national public order events, including Brexit and Extinction Rebellion.

The Directorate is holding core funded net vacant posts of 3 FTE.

3.7 Uniformed Policing Directorate (UPD) - £0.6m overspend

The projected overspend is primarily due to overtime, particularly in Firearms, Support Group and Response teams. Measures have been introduced to manage this which have improved the position, however, this remains a

significant area of risk with uncertainty around future potential public order events such as Brexit and Extinction Rebellion, as well as staffing pressures in Response Team. The recent London Bridget terrorist incident in November at Fishmonger's Hall resulted in unanticipated costs in excess of £240k. Discussions are taking place with National Counter Terrorism Policing in respect of funding arrangements.

The Directorate is holding core funded net vacant posts of 19.4 FTE.

4 Workforce

4.1 The pay budget constitutes 72% of our expenditure budget and the stringent management of vacant posts is essential to managing the financial position this year. The current establishment, including 67 growth posts, is 1,358 FTE, comprising 840 Officers and 518 staff. The actual workforce paid in December was 1,187 FTE comprising 747 Officers and 440 Staff.

4.2 The tables below set out the actual position by month for quarter three. The position reflects the holding of vacant posts required to deliver budget mitigations.

Table 6

FTE	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Officers	735	746	748	758	755	761	757	758	747
Staff	435	436	434	447	445	448	438	439	440
Total	1,170	1,182	1,182	1,206	1,199	1,209	1,195	1,197	1,187

Headcount	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Officers	744	763	756	767	763	769	765	766	755
Staff	447	449	445	460	457	461	451	452	454
Total	1,191	1,212	1,201	1,227	1,220	1,230	1,216	1,218	1,209

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

4.4 Recruitment towards the 67 growth bid is under way. At the end of quarter three, 22 posts have been filled, 22 are expected to be filled by the year end and the

remaining 23 are expected to arrive early in new financial year. In-year intake is projected to cost just under £1.0m and will be funded through the POCA reserve.

5 Income

5.1 Table 7 below sets out the grant funding position for the Force totalling £62.176m. Current projections indicate a high level of confidence in receipt from all funders.

5.2 The majority of grant income is received at the end of year, hence the YTD variance. Steps are being taken to claim grant income at earlier stages in the year if possible.

5.3 Current projections indicate a small number of variances against specific grants. The positive variances relate to funding streams where the level of income is dependent on actual activity, where a lower level of spend is projected a corresponding reduction in the level of grant income is forecast.

Table 7

Name of Grant	Funding Provider £'000	2019/20 Budget £'000	Actual YTD £'000	Projected Outturn £'000	Projected Variance £'000	Risk Rating
Police Pensions Grant	Home Office	(20,400)	(18,903)	(20,400)	0	G
National Cyber Security Programme	Home Office	(6,645)	0	(6,645)	0	G
Counter Terrorism Policy Grant	Home Office	(6,554)	(4,616)	(6,666)	(112)	G
Action Fraud Managed Service	Home Office	(5,500)	265	(5,235)	265	G
Insurance Fraud Enforcement Team	Association of British Insurers	(4,003)	(1,824)	(3,824)	179	G
Action Fraud National Fraud Intelligence Bureau	Home Office	(4,000)	(84)	(4,084)	(84)	G
Dedicated Cheque & Plastic Card Unit (DCPCU)	UK Payments Administration Ltd	(2,520)	(1,382)	(2,442)	78	G
National Lead Force	Home Office	(2,500)	0	(2,500)	0	G

Economic Crime Capability Development	Home Office	(2,200)	74	(3,850)	(1,650)	G
International Property Crime Investigation Unit (IPCU)	Intellectual Property Office	(1,916)	(807)	(1,788)	128	G
Police Transport Grant	Transport for London	(1,847)	(1,003)	(1,847)	0	G
National to Local Fraud & Cyber Data Sharing	Home Office	(1,761)	(0)	(1,761)	0	G
Lloyds Sponsorship	Lloyds Bank	(643)	(885)	(481)	162	G
Cyber Griffin	Corporation	(450)	0	(450)	0	G
Late Night Levy	Corporation	(310)	(203)	(310)	0	G
Firearms Uplift	Mayors Office for Policing & Crime	(0)	0	(0)	0	G
London Safety Camera Partnership	Transport for London	(264)	(120)	(264)	0	G
Economic Crime Victim Care Unit	Mayors Office for Policing & Crime	(210)	0	(210)	0	G
Overseas Anti-Corruption Unit	Department for International Development	(171)	(112)	(194)	(23)	G
NPCC Cybercrime Programme	Home Office	(100)	(103)	(124)	(24)	G
Tower Bridge	Corporation	(92)	(62)	(92)	0	G
Regional Organised Crime Unit Coordinator	Home Office	(90)	(101)	(224)	(134)	G
Grand Total		(62,176)	(29,867)	(63,390)	(1,214)	

5.4 Work continues to ensure there is a full cost recovery approach to all funded units - this is incorporated into the Medium Term Financial Plan. Contractual arrangements are reviewed as and when existing contracts expire.

6 Capital

6.1 The position for current live capital schemes is shown in Table 8 below.

Table 8

Core Project	Approved Amount £m	Spend & Orders Q3 19/20 £m	Unspent 31/12/19 £m	Forecast Spend Jan - March 2020 £m	Forecast Spend 20/21 £m	Forecast Spend 21/22 £m
Digital Interview Recording	0.01	0.00	0.01		0.01	
Emergency Services Network	1.82	1.35	0.47	0.10	0.37	
Economic Crime Capability Development	0.07	0.00	0.07	0.07		
HR Time Management & e-Expenses	0.43	0.36	0.07		0.07	
ICT Support to CCCI	3.36	3.33	0.03	0.03		
Police Telephony Upgrade	0.49	0.46	0.03		0.03	
Ring of Steel Compliance	2.45	2.24	0.21	0.05	0.16	
Secure City Programme Management	0.45	0.32	0.13	0.05	0.08	
Wide Area Network (WAN) Refresh - Police Recharge	1.45	1.07	0.37		0.37	
Police Vehicles 19/20 purchases	0.40	0.35	0.05	0.05		
IT Modernisation - Desktop & Office 365	3.80	0.67	3.13		3.13	
IT Modernisation - Security Zone	0.85	0.64	0.21	0.21		
IT Modernisation - Sharepoint/Intranet	0.25	0.00	0.25		0.25	
Total CoLP	15.82	10.78	5.04	0.56	4.48	0.00
Accommodation Project - CoLP Decant element only	8.18	6.75	1.43	0.82	0.42	0.20

6.2 Police Vehicles - The 'approved amount' does not include the full budget for purchase of police vehicles of £1.8m, therefore the forecast only includes the amount up to the approved amount. However, purchase orders will be raised if and when the 'approved amount' is updated. Delays in allocating the budget may lead to some expenditure being incurred in 2020/21 due to the long lead in time for the vehicles. In the event of the 'approved amount' not being updated, vehicles will

have to be funded from the revenue budget, which will further increase the existing revenue budget pressures.

6.3 Accommodation Programme - The table includes expenditure on the accommodation programme relating to CoLP decant. Previous reports included the corporation element for information to show the whole cost of the Programme. For the purpose of this report, the Corporations element has been excluded.

6.4 IT Modernisation - the timing of the forecast spend is indicative at this stage and the profile may change.

6.5 Airwaves - The project set up has not yet been updated on the Project Accounting system, expenditure relates to staff charges and is expected to be spent by the end of the year.

7 Transactional

Accounts Payable

7.1 Table 9 shows performance relating to payment of invoices within 30 or 10 days. Performance of 95% which is consistent with Q2, but below the corporate target of 97%. Measures are in place to improve overall performance including clearing backlogs and rolling out self-service.

Table 9

Month	Total Invoices	Compliant Invoices	%
Jan-19	687	619	90%
Feb-19	587	566	96%
Mar-19	713	686	96%
Apr-19	545	526	97%
May-19	653	618	95%
Jun-19	528	510	97%
Jul-19	598	566	95%
Aug-19	599	568	95%
Sep-19	498	476	96%
Oct-19	595	563	95%
Nov-19	630	605	96%
Dec-19	572	543	95%
Total to Date	7,205	6,846	95%

Accounts Receivable

7.2 Table 10 below shows total Debtors have decreased by £1.79m to £1.4m at the end of Q3. There are 65 outstanding invoices with the majority less than 2 months

old. 13 invoices are over 3 months old and over £1k in value – these are being investigated in order to determine the most appropriate course of action.

Table 10

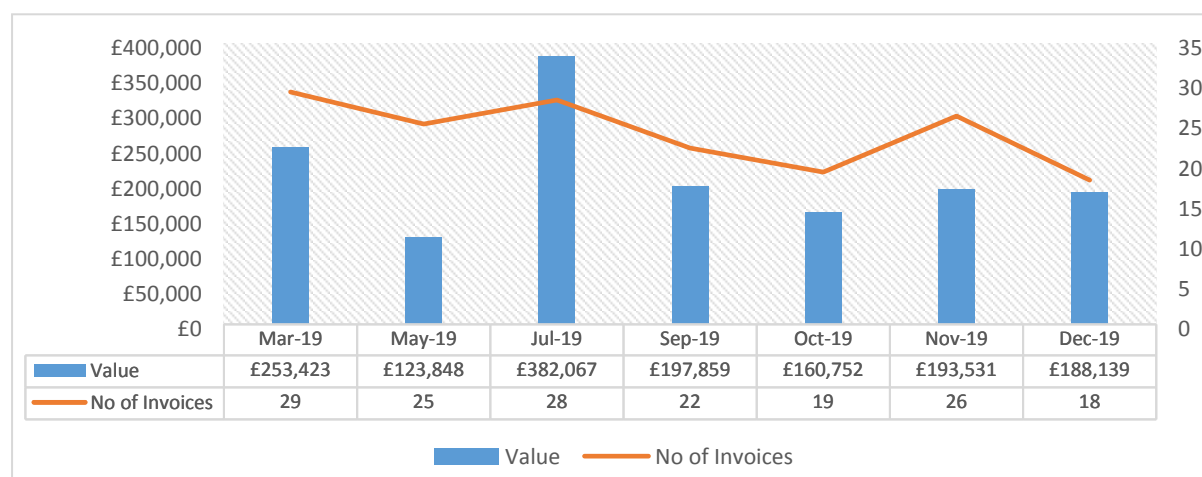
Age	Q2		Q3		Change from Q2 to Q3	
	Count	Value £	Count	Value £	Count	Value £
Less than 1 Month	36	2,954,965	19	1,111,843	(17)	(1,843,122)
1 - 2 Months	7	25,075	14	60,390	7	35,315
2 - 3 Months	3	40,630	14	65,141	11	24,511
3 - 12 Months	9	173,498	8	163,490	(1)	(10,008)
Over 1 year	12	24,266	10	24,649	(2)	383
Total	67	3,218,434	65	1,425,513	(2)	(1,792,921)

Table 11

Accounts receivable activity in Q3	Q3 2019	
	No	Amount £
Number of Invoices Paid	(103)	(5,727,181)
New Invoices Raised	47	1,237,374
Credit Notes Issued	(9)	(104,090)
Debts Written Off	0	0

Table 12

Movement in aged debt over 3 months



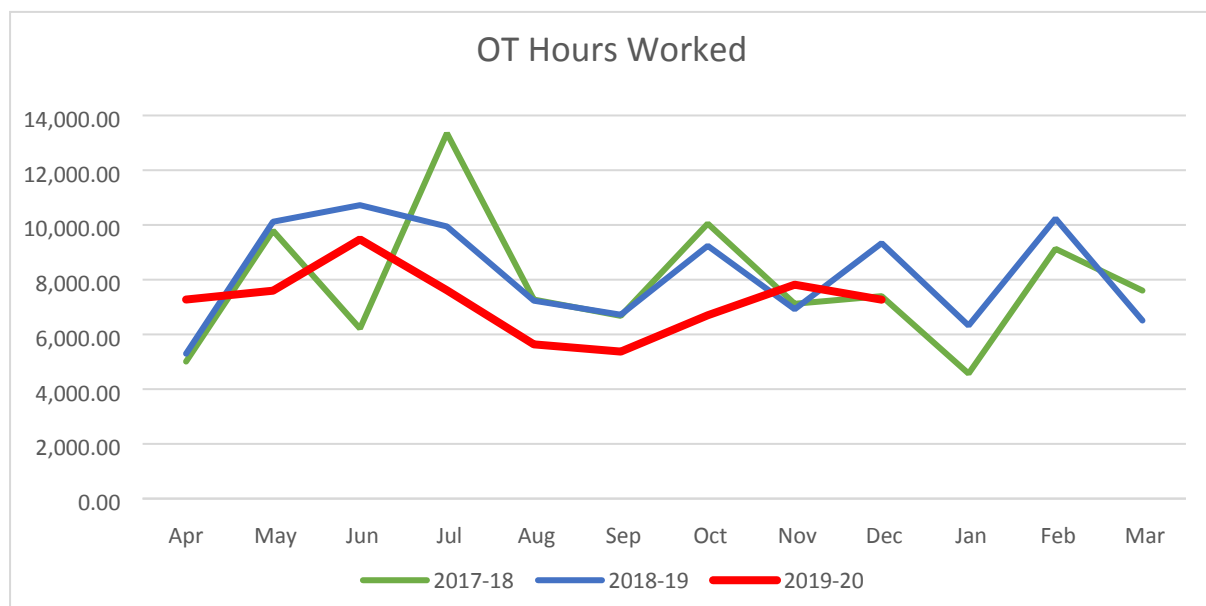
Overtime

7.3 The overtime budget is £2.0m, split £1.6m core funded and £0.4m funded units. This includes overtime in respect of bank holidays and tasking.

7.4 Actual spend at the end of Q3 is £1.8m, covering both officers and staff. Current forecasts indicate spend of £2.9m, which is £0.9m over budget.

7.5 Expenditure is on average 16% lower than the last financial year. This reduction has come from a combination of new controls and clear communication to managers. The position continues to be closely monitored and reported at Chief Officer Level.

7.6 The charts below shows the current trend on overtime hours worked and number of claims received to the end of Q3. The trend indicates a reduction in overtime compared to previous years and suggests controls are effective. However there is increased risk in the second half of the year due to potential public order events.



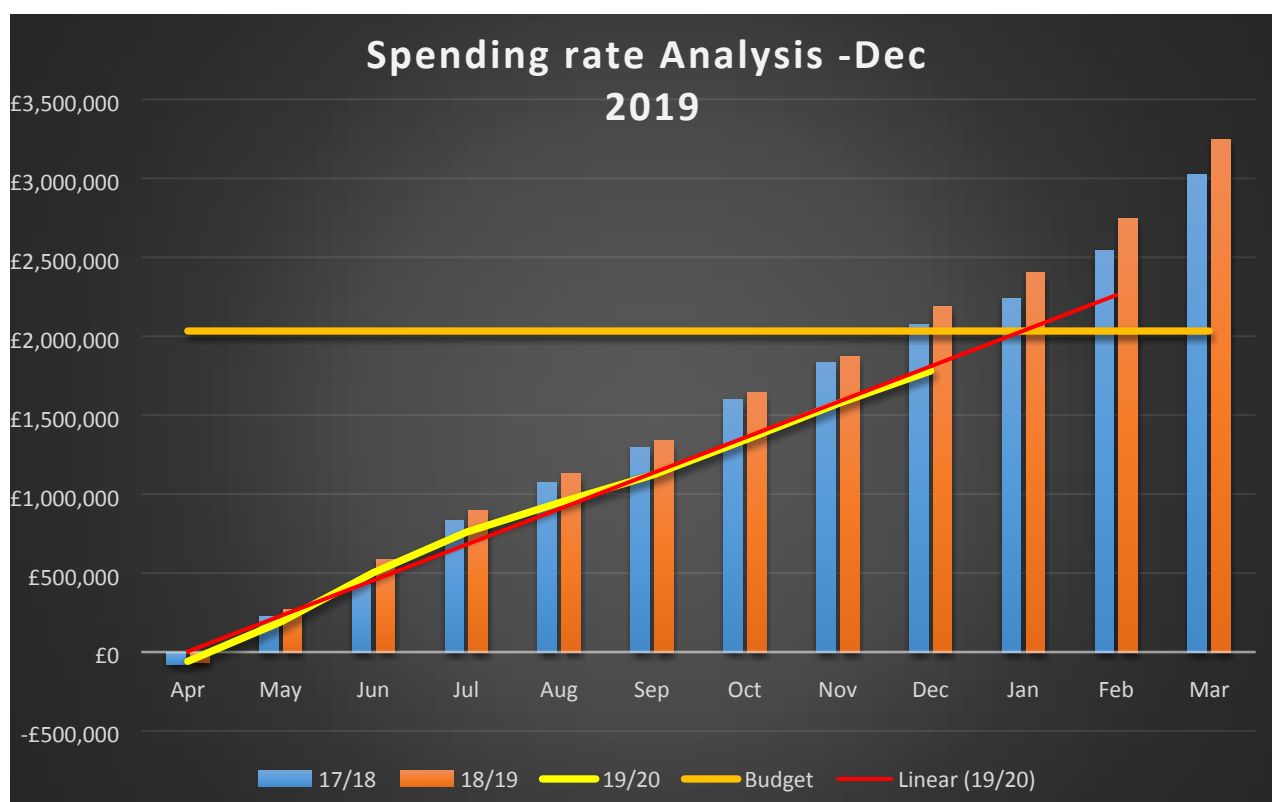
7.7 The main reasons for claiming overtime are:

- Covering for vacant posts (backfilling / Business as Usual)
- Extinction / Animal Rebellion protests
- Pan London Brexit protests
- TFG including Bank of England armed escorts (which is substantially recovered through the contract)

7.8 Expenditure in the region of £200,000 to date relates to Extinction / Animal Rebellion protests, and further expenditure is anticipated as overtime claims are being processed. We are submitting a bid to the Home Office to seek to recover some or all of this.

7.9 The largest spending Directorate is UPD which constitutes 59% of overtime. It is expected that the need for backfilling and BAU will reduce as vacancies are filled, however, it is difficult to predict requirements relating to future known and unknown policing requirements. Discussions are taking place with the Home Office in respect of special grant funding relating to increased public order requirements.

7.10 The chart below shows cumulative overtime spend against the last two years. This indicates spend on a slightly lower trajectory. If this were to continue the full year budget will be fully utilised by January 2020, although spend continues to drop in comparison to previous years.



8 Brexit

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

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

9 Use of Reserves

9.1 The Police reserves position is summarised in Table 13 below. The Police General Reserve was fully utilised in 2018/19 and drawdowns were made from the Transformation Reserve and the Action Fraud reserve to match expenditure. It is anticipated that the POCA reserve will be fully utilised in 2019/20.

Table 13

	Opening Balance (£M)	Projected Spend (£M)	Projected Closing Balance (£M)
General	0	0	0
POCA	(2.53)	2.53	0
Action Fraud	(1.71)	1.71	0
Transformational Funding	(0.06)	0.06	0
Total	(4.3)	4.3	0

10 Risk Management

10.1 Table 14 below identifies the key risks and mitigating controls contained within this report: (quantum included where possible)

Table 14

Risk	Risk Mitigation
Major incidents	Early engagement with the Home Office to ensure opportunities for cost recovery are maximised.
Crime Performance / Safety issues	All such issues will be reported to Members
Vacancy factor	It is challenging to maintain acceptable service levels with a vacancy factor of 81. The vacancy factor is reviewed and revised throughout the year. All recruitment is approved by the Strategic Workforce Panel.
Budget mitigations and additional pension pressure	Fortnightly strategy meetings are held with the Commissioner, Town Clerk and Police Authority Policy and Finance, reviewing and challenging budget and savings assumptions.
Overtime budget	Enhanced controls have been introduced to manage the overtime budget
Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, currently £1.4m for Officers and £0.07m for staff, however, the build-up of DWL may be subject to unplanned events over the year. Currently no financial implication, however, continues to be reviewed.

Use of agency staff	Reliance on agency staff has been greatly reduced
Further cost pressures for Action Fraud	Under review and close scrutiny
Capital Programme progress and potential slippage	The Capital Programme is monitored throughout the year, capital recharges undertaken in a timely manner. The proposed 2020/21 Capital Programme is going through the Committee process.
Brexit	Expenditure will be monitored closely, and external sources of funding will be explored. A bid for £0.9m was previously submitted to the Corporation covering potential risk. So far this year we have spent £0.04m
Events policing	Finance Business Partners will work closely with services to ensure chargeable events policing is captured in a timely manner and recharged accordingly.
Vehicle fleet management	A Strategic Fleet Management Group chaired by the Assistant Commissioner has been re-established and is monitoring Financial risk around replacement spend. A loan of £1.8m from the Corporation has been approved for the capital scheme relating to vehicles. To date, £0.8m has been released in respect of the purchase of vehicles. Discussions are taking place to release the remainder, or vehicles will be funded from the revenue budget.

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Committee Performance & Resource Management (Police) Committee Police Authority Board	Date: 7 February 2020 27 February 2020
Subject: Police Funding Settlement 2020/21 and impact on MTFP	Public
Report of: PA Treasurer	For Information
Report author: Alistair Cook Head of PA Finance	

Summary

An updated Police MTFP was presented to the MTFP Working Party meeting on 10 January 2020 and informed the Efficiency & Performance Sub and Audit & Risk Management Committee meeting meetings in January 2020. The funding assumptions in the MTFP were subject to the Police Funding Settlement which was subsequently announced on 22 January 2020.

The settlement was higher than that provided in the MTFP by a net £3.4m, due largely to an uplift in officers towards the Prime Minister's commitment for 20,000 additional police officers. It also included a £0.8m increase in the Precept Grant. Additionally the settlement provides for future access to a further £1.2m for uplift which has been withheld and ringfenced by Home Office pending progress on recruitment.

Table 1 compares and contrasts the settlement outcome with the 19/20 settlement and the MTFP assumptions for 20/21.

Table 1

	19/20 £m	20/21 MTFP assumptions £m	20/21 Settlement £m	Variance from MTFP assumptions £m
1.Core grant	52.4	53.4	52.4	(1.0)
2 Unringfenced increase to core grant for Uplift			3.9	3.9
3.NICC	4.8	4.8	4.8	0
4.Precept grant	2.7	2.7	3.5	0.8
5.Pension grant	0.8	0.8	0.8	0
6.Capital grant	0.4	0.4	0.1	(0.3)
7. Council Tax legacy grant	0.1	0.1	0.1	0
Total	61.2	62.2	65.6	3.4
Council Tax freeze grant (treatment to be confirmed)	0.2 – not part of Police settlement		0.2	0.2
Uplift – ringfenced and not yet allocated pending progress on 2			1.2	1.2

The Force is updating its draft 20/21 budget for the settlement. Finalisation of this budget will be subject to confirmation of resource allocation decisions on growth posts.

The Home Office's rationale for reduction in the capital grant was that revenue grants can be used flexibly for capital purposes. The MTFP assumes a deduction of £0.4m capital grant from the costs of Force capital priorities prior to calculating the capital financing assumptions. So the £0.3m reduction in capital grant will need to be made good from the revenue settlement – or capital financing charges will need to be increased accordingly.

The net impact of the Settlement on balanced finances for 20/21 currently remains unchanged, subject to resource allocation decisions. It also makes only marginal differences to the £3m pa deficits in the subsequent years of the MTFP. An updated MTFP will be produced in line with member approval of the 20/21 Force budget.

Recommendation

Members are asked to note the Police Funding Settlement for CoLP and the impact this has on the MTFP.

Background Papers

Police MTFP update to MTFP Working Party, 10 January 2020.

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Committee(s) Police Authority Board	Date(s): 27 th February 2020
Subject: CoLP Provisional Revenue and Capital Budget 2020/21	Public
Report of: Commissioner of Police Pol 21-20	For decision
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. The position has been updated to reflect the 2020/21 financial settlement position including funding in respect of the national uplift.

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.

Recommendation(s)

That Members

- 1) note this report and
- 2) approve the provisional 2020/21 revenue budget

Main Report

Background and Current Position

1. The proposed 2020/21 revenue budget funds the key priorities within the Corporate Plan, and the starting point 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. Funding for the 44 national uplift is provided for within the external settlement, as set out below in Table 2. The Force cash envelope has been increased in line with the settlement position, as have detailed budget tables. Determining the allocation of the 44 uplift across the Force will form part of a subsequent report to the Police Authority Board.
3. The City of London Police's Vision is to deliver an 'exceptional policing service'. The Corporate Plan 2018-2023, sets out what exceptional looks like through five detailed ambitions:
 - To make the City of London the safest city area in the world, regarded as a centre of excellence for protective security. We will use state of the art technology to protect the City of London and put us at the forefront of criminal investigation in a rapidly evolving landscape of crime.
 - To deliver a policing service that is valued by those who live, work and visit the City of London.
 - To be a police force with global influence and impact. We will use our expertise internationally through having a physical presence in key international locations to prevent crime, share best practice and thereby benefit the communities of the City of London and the UK.
 - To build new ethical economical partnerships. We will develop innovative public and private partnerships that benefit the City of London and lead to new ways of working.
 - To have an innovative, skilled and agile workforce in a culture that supports and empowers our people. We recognise this is essential and underpins the successful delivery of our ambitions. We will identify, harness, reward and retain talent, championing a culture of responsibility, inclusivity and opportunity. We will support our staff to empowered, innovative leaders.
4. The Transform programme is intrinsically linked to the Corporate Plan as the main vehicle through which these ambitions will be realised.
5. The force currently has 5 directorates:
 - Crime
 - Economic Crime
 - Uniformed Policing
 - Intelligence and Information
 - Business Support
6. The structure of the Force is likely to change as the Transform Programme is implemented.
7. The proposed budget funds both national and local priorities, and the funding is made up as follows:

Funding Type	Amount (£000)	%
Core Grant (inc NICC)	61,132	72%
Business Rates Premium / City Fund*	19,200	22%
Precept grant	3,450	4%
HO Pension Grant	842	1%
CoL Contact Centre	680	1%
Legacy CTax grant	80	0%
Total Funding	85,384	100%

*Including the growth bid of £5.4m. Members are being asked to increase BRP by 0.2p in £ in 2020/21, which would deliver £5m of the £5.4m. The rest would be City Fund reserves.

8. From the above £85.384m funding position, £0.5m has been allocated to funding capital priorities, providing a net cash envelop of £84.884m
9. 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

10. The Quarter 3 budget monitoring report projects a year end overspend of approximately £0.6m, which includes the full year effect of the unexpected increase in the employers' contribution to police officers pension to 31%. This also includes full use of the POCA reserve. Work continues to bring the position back within budget by the end of the year. The Q3 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	102.7	77.0	60.2	(16.9)	101.7	(1.1)
Non-Pay	39.7	29.8	20.8	(9.0)	42.8	3.2
Total Expenditure	142.4	106.8	81.0	(25.8)	144.5	2.1
Total Income	(69.0)	(51.7)	(32.0)	19.7	(70.5)	(1.5)
Funding	(73.5)	(55.1)	(36.7)	18.4	(73.5)	0.0
Total	0.0	0.0	12.2	12.3	0.6	0.6

Police Funding Settlement 2020/21

11. On the 22nd January 2020 the police funding settlement was released. This includes additional funding in respect of the officer uplift, which is the main movement from the previous MTFP. The table below summarises the settlement position and movement against assumptions.

Table 2

Funding	19/20 Funding £M	MTFP Funding £M	20/21 Settlement £M	Change from 19/20 and 20/21 Settlement £M	Change from 20/21 MTFP and 20/21 Settlement £M
HO Core Grant	(52.4)	(53.3)	(56.3)	(3.9)	(3.0)
Legacy Council Tax Grant	(0.1)	(0.1)	(0.1)	(0.0)	0.0
NICC	(4.8)	(4.8)	(4.8)	0.0	(0.0)
Precept Grant	(2.7)	(2.7)	(3.5)	(0.8)	(0.8)
HO Pension Grant	(0.8)	(0.8)	(0.8)	(0.0)	(0.0)
Total Revenue	(60.8)	(61.7)	(65.5)	(4.7)	(3.8)
Capital Grant	(0.4)	(0.4)	(0.1)	0.3	0.3
Total Capital	(0.4)	(0.4)	(0.1)	0.3	0.3
Sub-total	(61.2)	(62.1)	(65.6)	(4.4)	(3.5)
Uplift – Ring-fenced Allocation	0.0	0.0	(1.2)	(1.2)	(1.2)
Council Tax Freeze Grant (TBC)	0.0	0.0	(0.2)	(0.2)	(0.2)
Total Funding	(61.2)	(62.1)	(67.0)	(5.9)	(4.9)

12. The increase in core grant includes the additional funding to deliver the 44 officer uplift. In addition to this, ringfenced funding of up to £1.2m has been allocated to reimburse qualifying costs in respect of the uplift. This is not a guaranteed amount in 2020/21 and is to be paid quarterly in arrears, subject to recruitment progress.

13. Capital grant has been reduced due to a reprioritising to national priorities. This results in a reduction of £0.3m to CoLP. However, the increase in precept grant can be used to fund the capital programme if required, and this decision can be made locally.

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

14. The 2020/21 revenue budget is summarised in Table 3 below. Further details are provided in Appendix 2 and 3. Expenditure and adverse variances are presented in brackets.
15. As shown in Appendix 1 and 2, the pay budget has increased from £98m in 2019/20 to £115m in 2020/21. The main reasons for this are:
- a. Increased workforce – including national uplift
 - b. Pay awards and pay progression
 - c. Increased pension costs
 - d. Vacancy factor of £1.7m across the workforce (£3.7m in 2019/20)
16. 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 3 - Revenue Budget

	Original Budget 2019/20 £m	Proposed Budget 2020/21 £m
Expenditure	(134.1)	(150.8)
Income	61.4	65.9
Total Net Expenditure	(72.7)	(84.9)
Funded by:		
Core Grant	57.1	61.2
Premium	13.0	13.8
Precept Grant	2.7	3.5
Home Office Pension Grant	0.0	0.8
Contact Centre	0.0	0.7
CoL funding of growth	0.0	5.4
Sub-total	72.7	85.4
Capital Priorities Financing	0.0	(0.5)
Resources (Cash Limit)	72.7	84.9
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

17. 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 at your November Board (See OR /24/2019/P).

Pay Budget

18. The pay budget constitutes 72% of the expenditure budget and good workforce planning is an essential tool for both in managing services and the budget. The current establishment, including 67 growth posts, is 1,358 FTE, comprising 840 Officers and 518 staff. The pay budget has now been increased to reflect the uplift of 44 following release of the settlement.
19. The workforce is managed and monitored through the Force Strategic Workforce Panel, chaired by the Assistant Commissioner. In addition, Finance and HR staff meet regularly to reconcile the workforce baseline and to ensure all internal movements are captured.
20. The actual workforce levels will be reported to members throughout the year, as is current practice.

Non-pay Budget

21. A comprehensive review of the non-pay budget has been undertaken, including Income, to ensure the 2020/21 budget is adequate and fit for purpose, and to ensure budgets are accurately based on trends and outturn. This included analysing the 2018/19 outturn vs 19/20 budgets and 19/20 budgets vs 19/20 forecast.
22. An assessment was made as to whether variances were due to one off in-year events or genuine year on year trends which required correction.
23. The review also considered income budgets where income received against no budget, e.g. mutual aid income, commercial income and cash forfeitures and seized income.
24. Key changes to the non-pay budget includes:
 - Reducing the agency budget by £1m and re-directing the budget to fund all vacant post at top of grade and to create headroom to pay for Capital Financing
 - Increasing the ATOC budget by £0.5m in line with current requirement
 - Building in £5.7m of Transform savings across Pay and Non-Pay
 - Re-aligning budgets between Supplies and Services and Third Party payments
 - Re-alignment of income across the three income categories – Specific Grants, Partnership and Fees and Charges

Income

25. 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.

26. Negotiations with external funders may improve some of the funding streams shown below.

27. All the funding streams shown in Table 3 are confirmed for 2020/21 except the Bank of England contract which may be terminated at the end of the 2020 calendar year.

Table 4 - 2020/21 Income and Funding Streams

Income Type	Name	Total £'000
Specific grants	Police Pensions Grant	(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:

*£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

28. 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

29. 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

30. 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.*

31. 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.

Savings Tracker

32. The required budget savings of £5.7m are shown in Appendix 5, and all savings will be delivered through the Transform Programme.
33. A savings working group, chaired by the Chief Operating and Chief Financial Officer Cecilie Booth, has been established. The group meets monthly, and each savings area has been allocated to one accountable person who is responsible for securing the saving. Attendance at the monthly meetings is mandatory. The narrative and action plan for the overall savings tracker is updated at each meeting to reflect progress.

Reserves

34. Police General Reserves were fully utilised in 2018/19.
35. 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 Operating and Chief Finance 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 (Q3 YTD) £m	Variance YTD £m	Forecast £m	Projected Variance £m	20/21 Budget £m
Pay							
Officers – net	50.7	38.1	39.0	0.9	51.3	0.5	61.0
Staff – net	24.9	18.7	17.0	(1.6)	22.8	(2.1)	25.9
Overtime	2.0	1.5	1.8	0.3	2.9	0.9	2.0
Agency	2.4	1.8	1.3	(0.5)	2.5	0.1	1.3
Indirect employee costs	2.2	1.7	1.1	(0.6)	1.8	(0.4)	2.2
Pensions Contrib.	20.4	15.3	0.0	(15.3)	20.4	0.0	23.0
Total Pay	102.7	77.0	60.2	(16.9)	101.7	(1.1)	115.4
Non-Pay	39.7	29.8	20.8	(9.0)	42.8	3.2	35.4
Total Expenditure	142.4	106.8	81.0	(25.8)	144.5	2.1	150.8
Income							
Specific Grant	(52.2)	(39.2)	(23.5)	15.7	(51.8)	0.4	(48.5)
Partnership	(13.6)	(10.2)	(6.4)	3.8	(14.9)	(1.3)	(12.7)
Fees & Charges	(3.2)	(2.4)	(2.1)	0.2	(3.8)	(0.6)	(4.7)
Total Income	(69.0)	(51.7)	(32.0)	19.7	(70.5)	(1.5)	(65.9)
Funding	(73.5)	(55.1)	(36.7)	18.4	(73.5)	0.0	(84.9)
Underlying Deficit	0.0	0.0	12.2	12.3	0.6	0.6	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	12.2	12.3	0.6	0.6	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)	(115.4)
Premises	(3.6)	(2.6)
Transport	(1.4)	(1.9)
Supplies and Services	(11.0)	(20.7)
Third Party Payments	(20.4)	(8.8)
Revenue Contribution to Capital	0.0	(0.3)
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)	(150.8)
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)	(84.9)
Funded by:		
Core Grant	57.1	61.2
Business Rates Premium	13.0	13.8
Precept Grant	2.7	3.5
Home Office Pension Grant	0.0	0.8
Contact Centre	0.0	0.7
CoL funding of growth	0.0	5.4
	72.7	85.4
Capital Priorities Financing	0.0	(0.5)
	72.7	84.9
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

2020/21 Savings Tracker

Ref	Saving Name	Description	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. Cessation of non-core activities (eg Coroners service). Reduction in back office costs and administrative functions through expansion of internal self-service facilities incl. overtime / expenses	H	860	G	Saving achieved - Posts held in Holding Branch pending finalisation of Target Operating Model. 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
2	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	M	100	G	Saving achieved - Changes to variable shift patterns introduced in order to reduce the need for overtime. Saving applied to overtime budget
3	Improved use of existing resources - overtime	Reduction in variable operational costs (e.g. overtime payments) through the introduction of variable shift patterns	H	50	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 - annualised hours	Better deployment of officers in support of Operational Orders through introduction of annualised hours shift pattern	M	200	A	Saving to be achieved through reduction in overtime budget. May not achieve full year effect (Q3 and Q4 only), so additional savings may have to be found in other areas. Annualised hours cannot be implemented until the Oracle upgrade and the latest version of Origin HR have been installed and tested. Currently this is unlikely to be until September 2020 at the earliest. If this timeline changes the action will be updated further, but for the foreseeable future there will be no change.
5	Participation in efficiency related national policing programmes - NEP	<ul style="list-style-type: none"> - National Enabling Programme (NEP): provides a central IT spine for policing / cloud computing - Emergency Services Network (ESN): replaces the aging and expensive Airwave communications system - Single Online Home (SOH): provides a common web platform across policing - National Law Enforcement Data 	L	1,300	R	Proposal includes a number of workstreams 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. Throughout January we have run five business process change workshops together with staff from the NEP and Deloitte. There was one workshop for each of the Use Cases which are: Chief Officer Group Governance, Video Training, Crime Prevention Engagement, Daily Management Meetings, Authorisation for Foreign Travel. Finance were invited along to each of these workshops and attended as required. The next stage is for Deloitte to produce new process maps that can be presented to

		Service (NLEDS): merges duplicated information systems				<p>the business for approval. There will then be a benefits session held for each of the Use Cases so we can identify benefits and efficiencies. These sessions are due to be held before the end of February and finance will be invited to attend these also. On the 5th of February a Financial Deep Dive session took place into IT and Data Management.</p> <p>National Enabling Programme (NEP): MintTulip 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).</p>
6	Participation in efficiency related national policing programmes - NCB	National Commercial Board Programme (NCB): will explore opportunities to enter shared service agreements across policing in areas such as legal services, fleet and procurement	L	-	A	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. No saving required for 2020/21. Future arrangements to be progressed for 2021/22
7	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	M	-	G	Niche forensic model - time savings in existing forensic systems. Remains on review for 2021/22
8	IT Transformation - Rationalisation of IT hardware	30% reduction in monthly SIM / contract costs	H	20	G	Full review of equipment, devices and lines being undertaken by IT. Review of telephone contracts also underway.
9	Increase in commercial activity and income generation	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. Commercial opportunities including sale of merchandise in partnership with	H	950	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. New income stream from merchandising (£50,000), Driving School (£100,000) and Firing Range (£100,000). Arrangements are being progressed

		MPS, Driving School and Firing Range				
10	Digitisation of external services	Roll-out of on-line payments for fines and linked enforcement activity (e.g. administration process for seized vehicles)	M	100	A	Handheld devices to enable spot fines not currently charged (£50,000). Introduction of online payments (£50,000)
11	Expanding collaborative opportunities (3ES / other public organisations)	Joint service provision of offender management and mental health services	L	-	A	Savings to be identified for 2021/22
12	Average salary reduction through recruitment policy	Bringing in new recruits at the lower end of the pay band as opposed to the higher end	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.
13	GYE Estates / FM arrangements	Efficiencies in FM spend at GYE. Linked to the shared services review, aim to eliminate duplication between COL and CoLP	M	170	A	Saving to be delivered from review of 24/7 manned reception and security arrangements at GYE.
14	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.	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
15	Asset Recovery	POCA and asset recovery income	H	100	G	A more proactive approach to asset recovery. Identification of all regional grants and funding and shared arrangements with MPS.
16	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	M	1,130	A	Saving to be delivered through the closure of Snow Hill (£496k) and Wood Street (£781k). 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		

Committee(s): Police Authority Board	Date(s): 27 th February 2020
Subject: City of London Police Policing Plan 2020-23	Public
Report of: Commissioner of Police Pol 17-20	For Decision
Report author: Stuart Phoenix, Head of Strategic Planning	

Summary

At your January Police Authority Board, Members received a report and the draft City of London Police (CoLP) Policing Plan 2020-23 (9Pol 07-20 refers). Members gave some feedback at the meeting but were asked to feed back any detailed comments either via the Town Clerk's office or directly to the CoLP Head of Strategic Planning. The Head of Strategic Planning is currently in the process of working through and considering all comments and suggested amendments received and working to make updates and include the revised budget position.

As there is no Police Authority Board in March, the Force is seeking Members approval to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Police Authority Board, to approve the final City of London Policing Plan 2020-23. However, the Force will re-circulate the final plan to Members for information, via the Police Authority Team and Town Clerk's office, prior to initiating the requested sign off via delegated authority.

Recommendation

- 1) Members are asked to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Police Authority Board, to approve the final City of London Policing Plan 2020-23.
- 2) Note that the Policing Plan will be published on 1st April 2020.

Main Report

Background

1. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans¹. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The Force and your Board continues to be governed by the relevant sections of the Police Act 1996 with respect to the publication of policing plans.² However, where possible the Force and Authority has resolved to align the format of its policing plan with the general requirements of policing and crime plans.

¹ Police Reform and Social Responsibility Act 2011

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

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.
3. At your January Police Authority Board, Members received a report and the draft City of London Police Policing Plan 2020-23. Members gave some feedback at the meeting but were asked to feed back any detailed comments either via the Town Clerk's office or directly to the CoLP Head of Strategic Planning.
4. Members were reminded of how the plan had been developed including the Strategic Threat and Risk Assessment process and also their role in the process, including a Workshop with Members and Officers on the 18th October 2019.

Current Position

5. The Head of Strategic Planning is currently in the process of working through and considering all comments and suggested amendments received and working to make updates and include the revised budget position. Members will recall that the Home Office settlement figure was received on the 22nd January, on the afternoon of the day of your last Police Authority Board.
6. As there is no Police Authority Board in March, the Force is seeking Members approval to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Police Authority Board, to approve the final City of London Policing Plan 2020-23.
7. However, the Force will re-circulate the final plan to Members for information via the Police Authority Team and Town Clerk's office, prior to initiating the requested sign off via delegated authority.

Publishing the plan

8. Forces no longer 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. The plan will be published on the 1st April 2020 and submitted to the April meeting of the Court of Common Council for Information.

Conclusion

9. 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.

Background Papers

Pol 07-20 City of London Police draft Policing Plan 2020-2023.

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Committee(s)	Dated:
Streets & Walkways Sub Committee (For Decision) Police Authority Board (For Information) Policy & Resources Committee (For Decision)	25 February 2020 27 February 2020 19 March 2020
Subject: Anti-Terrorism Traffic Regulation Order	Public
Report of: Director of the Built Environment	For Information / For Decision
Report Author: Ian Hughes, Assistant Director (Highways)	

Summary

This report reviews the use of the City's permanent Anti-Terrorism Traffic Regulation Order (ATTRO) in 2019, as well as whether it should be retained more generally going forward.

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

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

Matters since would suggest this assessment has not changed, albeit the use of the ATTRO has been limited to a small number of high-profile special events. In 2019, it was only used for the New Year's Eve celebrations as part of the wider Metropolitan Police-led operation, but from a City Police perspective, retaining the permanent ATTRO remains important because it affords them the ability to react quickly, if the intelligence necessitates it, to protect the public.

When the ATTRO was written, it did not have a specific end or review date, but in response to the last annual summary report in January 2019, Members requested that this year's report decide upon the continuing need for the ATTRO to remain in place. As a result, this year's report is For Decision by the Streets & Walkways and Policy & Resources Committees.

Recommendation(s)

Members are recommended to approve the continued use of the ATTRO subject to a further review in three years' time.

Main Report

Background

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

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

Current Position

9. The protocol established for using the ATTRO allowed for two main types of scenario, namely for intelligence-based Police led urgent situations and for pre-planned special events. In terms of the former scenario, the permanent City ATTRO has yet to be used to implement controls as a result of advance intelligence.
10. In terms of special events, it was agreed that the ATTRO could be used to supplement the City Corporation and TfL's existing event planning process. This process would typically include a separate pre-advertised temporary traffic regulation order (TTRO) granted to the organiser to close roads just to facilitate the event. In such circumstances, the ATTRO could be used to authorise additional protective security measures, such as the control of pedestrian movements which would not typically form part of the standard event TTRO, and / or additional road closures that might be deemed appropriate nearer the event.
11. Since its introduction in 2016, the City Police Commissioner has only requested that the ATTRO be used on eight separate occasions, all in relation to a particular special event. Four of those requests involved the annual New Year's Eve celebrations as part of the Metropolitan Police-led operation across Central London. The other four were all in 2017 and related to:
 - The funeral of PC Keith Palmer at Southwark Cathedral
 - The IAAF Marathon
 - The Lord Mayor's Show & Fireworks
 - The Grenfell Tower Memorial Service at St Paul's Cathedral
12. Post-event feedback would suggest the additional powers contained in the ATTRO were used sparingly and there was no noticeable or negative impact on the general public. In accordance with the agreed protocol, none of the uses of the ATTRO exceeded 48 hours, which would otherwise have triggered a review by the Town Clerk & Commissioner.

Proposal

13. Given the ATTRO has only been used for New Year's Eve in the last two years and had limited consequential impact both times, it would appear the ATTRO powers continue to be used proportionately and that a fair balance is being struck between the public interest and an individual's rights.
14. Nevertheless, despite its infrequent use, the City Police and City Corporation believe the ATTRO should be retained as it gives the City of London Police the ability to respond quickly to an emerging terrorist threat, providing enhanced protection (if needed) and reassurance to the public.

Corporate & Strategic Implications

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

Conclusion

22. Given the limited number of occasions on which the ATTRO has been used since 2016 and the limited impact on the general public's freedom of movement on each occasion, the evidence would suggest the ATTRO powers have been used

proportionately and to the minimum extent necessary in accordance with both the statutory requirements and Members' wishes.

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

Appendices

Appendix 1 – ATTRO Legal Considerations

Appendix 2 – ATTRO Uses in 2019

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Appendix 1: ATTRO Legal Considerations

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

Appendix 2 – ATTRO Uses in 2019

Date	Event	Justification	Impact
31 Dec / 1 Jan	New Year's Eve celebrations	New Year's Eve celebrations impact both the City of London and the wider London area, policed by all three London police forces. The overall command for the New Year's Eve event in London is the responsibility of the Metropolitan Police Service (MPS), with the City of London taking geographical command. The celebrations in London attract well over 100,000 people, all descending on specific, predictable locations. This report has already highlighted the threat from terrorism and New Year's Eve is a high profile, crowded event. The MPS requested the use of the ATTRO for New Year's Eve to protect the public by ensuring stronger controls were in place to prevent vehicles entering crowded areas. This was not based on specific intelligence but on the current national threat from terrorism, highlighted further by a number of attacks in the UK since 2017.	The ATTRO still facilitated the event and the movement of people and therefore it can be concluded that it had little negative impact on the members of the public who attended.

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