



City of London Police Authority Board

Date: WEDNESDAY, 16 DECEMBER 2020
Time: 10.00 am
Venue: VIRTUAL MEETING – ACCESSIBLE REMOTELY

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

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting via YouTube at the following link <https://youtu.be/aED2K-o578s>

Meeting Recordings

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

Future Meeting Dates

7 January 2021, 10.00am – 12.00pm
17 February 2021, 2.00pm – 4.00pm
25 March 2021, 10.00am – 12.00pm
16 April 2021, 10.00am – 12.00pm
20 April 2021, 10.00am – 12.00pm
18 May 2021, 9am – 11am

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 9 November 2020.

For Decision
(Pages 1 - 10)
4. **COMMITTEE MINUTES**

For Information

 - a) **Performance & Resource Management Committee**
To receive the draft public minutes and non-public summary of the Performance & Resource Management Committee meeting held on 11 November 2020.

For Information
(Pages 11 - 20)
 - b) **Economic Crime Committee**
To receive the draft public minutes and non-public summary of the Economic Crime Committee meeting held on 16 November 2020.

For Information
(Pages 21 - 24)
5. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 25 - 28)
6. **CHAIRMAN'S PUBLIC UPDATE**
The Chairman to be heard.

For Information

7. **COMMISSIONER'S PUBLIC UPDATE**
The Commissioner & Chief Officers to be heard.
- For Information**
8. **NATIONAL LEAD FORCE**
The Commissioner & Chief Officers to be heard.
- For Information**
9. **EXIT FROM THE EUROPEAN UNION - CITY OF LONDON POLICE PREPAREDNESS**
Report of the Commissioner.
- For Information**
(Pages 29 - 32)
10. **Q2 BUDGET MONITORING 2020/21**
Report of the Commissioner.
- For Information**
(Pages 33 - 60)
11. **CITY OF LONDON JOINT HEALTH AND WELLBEING STRATEGY REFRESH - UPDATE AND ENGAGEMENT**
Report of the Director of Community and Children's Services.
- For Information**
(Pages 61 - 78)
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
14. **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

15. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 9 November 2020.
- For Decision**
(Pages 79 - 84)

16. **NON-PUBLIC COMMITTEE MINUTES**

For Information

- a) **Performance & Resource Management Committee**
To receive the draft non-public minutes of the Performance & Resource Management Committee meeting held on 11 November 2020.

For Information
(Pages 85 - 88)

- b) **Economic Crime Committee**
To receive the draft non-public minutes of the Economic Crime Committee meeting held on 16 November 2020.

For Information
(Pages 89 - 92)

17. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 93 - 94)

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

Chairman to be heard.

For Information

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

The Commissioner & Chief Officers to be heard.

For Information

20. **NATIONAL LEAD FORCE**

The Commissioner & Chief Officers to be heard.

For Information

21. **CYBERCRIME PROGRAMME - NOVATION OF CONTRACTS**

Report of the Commissioner.

For Decision
(Pages 95 - 98)

22. **UPDATED MEDIUM-TERM FINANCIAL PLAN (MTFP) AND RESERVES POLICY PRINCIPLES**

Joint report of the Chamberlain and Commissioner.

For Decision
(Pages 99 - 106)

23. **PROVISIONAL REVENUE AND CAPITAL BUDGET 2021/22**
Report of the Commissioner.
For Information
(Pages 107 - 128)
24. **TRANSFORM PROGRAMME: PROPOSALS FOR FUTURE REPORTING TO THE CITY OF LONDON POLICE AUTHORITY BOARD**
Report of the Commissioner.
For Decision
(Pages 129 - 144)
25. **S22A COLLABORATION AGREEMENT- MPS KMF AND COVERT RADIO SUPPORT SERVICE**
Report of the Commissioner.
For Decision
(Pages 145 - 148)
26. **CITY OF LONDON POLICE IT MODERNISATION PROGRAMME DEEP DIVE ON CHANGES TO SCOPE, PLAN AND BUDGET**
Joint report of the Commissioner and Chamberlain.
For Information
(Pages 149 - 156)
27. **GW5: SECURE CITY PROGRAMME (SCP) - CCTV & TELECOMMUNICATIONS WORKSTREAM**
Joint report of the Director of Built Environment and the Commissioner.
For Information
(Pages 157 - 176)
28. **CCTV UPGRADE - CUSTODY SUITE PROJECT DEPENDENCIES/SCOPE ISSUES**
Report of the Commissioner.
For Information
(Pages 177 - 180)
29. **CITY OF LONDON POLICE - MOUNTED BRANCH**
Report of the Commissioner.
For Information
(Pages 181 - 188)
30. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**
Report of the Town Clerk.
For Information
(Pages 189 - 190)

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

33. **STAFFING UPDATE REPORT [TO FOLLOW]**
Report of the Town Clerk.

For Decision

CITY OF LONDON POLICE AUTHORITY BOARD Monday, 9 November 2020

Minutes of the meeting of the City of London Police Authority Board held virtually on
Monday, 9 November 2020 at 10.00 am

Present

Members:

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

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Oliver Bolton	- Deputy Head of Police Authority Team
Rachael Waldron	- Compliance Lead
Alistair Cook	- Head of Police Authority Finance
Chandni Tanna	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
Christopher Bell	- Chamberlain's Department
Gary Brailsford-Hart	- Chamberlain's Department
James Gibson	- Chamberlain's Department
Paul Chadha	- Comptroller and City Solicitor

City of London Police:

Ian Dyson	- Commissioner of the City of London Police
Alistair Sutherland	- Assistant Commissioner
Clinton Blackburn	- Commander (Economic Crime)
David Evans	- Commander (Operations and Security)
Cecilie Booth	- Chief Operating and Chief Financial Officer
Martin O'Regan	- Estates and Support Services Director City of London Police
Rebecca Rigg	- Det. Chief Supt Action Fraud and NFIB, City of London Police
Hayley Williams	- City of London Police

1. **APOLOGIES**

Apologies were received from Alderman Alison Gowman.

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

The Chairman declared an interest in the additional public report to be taken under item 13 of the agenda. The report contains reference to the affiliation of the Cadets with the Grocers' Company, of which the Chairman was a member.

3. **MINUTES - 1 OCTOBER 2020**

RESOLVED, that the public minutes and the non-public summary of the meeting held on 1 October 2020, be approved as an accurate record.

4. **MINUTES - 6 OCTOBER 2020**

It was noted that use of algorithms and artificial intelligence within the City of London Police should be submitted to the Board as an annual item. Force colleagues were asked to advise the Town Clerk where the report should sit within the annual cycle of meetings.

RESOLVED, that the public minutes and the non-public summary of the meeting held on 6 October 2020, be approved as an accurate record.

5. **OUTSTANDING REFERENCES**

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

- 37/2019/P – The projected completion date for works on the exercise yard was the 5 February 2021.
- 38/2020/P – The Chairman confirmed that invitations had been extended to IASG colleagues to attend the Board meeting in December 2020. It was also hoped that the Chairman of the PSI Committee would also meet with IASG in due course.

RESOLVED, that the report be noted.

6. **MINUTES OF COMMITTEES**

a) **Professional Standards and Integrity Committee**

In the absence of the Chairman of the Committee, the Chairman of the Board drew Members attention to the discourse on Stop and Search figures and the importance of keeping on top of any concerns involving racial bias in light of BLM and COVID-19 enforcement.

Whilst acknowledging the porous policing boundary around the City, a question was raised as to whether there was sufficient transparency on how this works. In response the Commissioner confirmed that the COLP and Metropolitan Police Service (MPS) would both respond to immediate demands for assistance, whether that be special resource or otherwise,

as safety of Londoners was paramount. There was, however, a long-standing arrangement between the Forces called the Benbow agreement. Some work was being undertaken on the Benbow Agreement and it was suggested that at an appropriate time the Force would provide a briefing note to Members on the subject.

RESOLVED, that the draft public minutes and non-public summary of the meeting held on 14 September 2020, be received.

b) Police Pensions Board

RESOLVED, that the draft public minutes and non-public summary of the meeting held on 9 October 2020, be received.

c) Economic Crime Committee

RESOLVED, that the draft public minutes and non-public summary of the meeting held on 12 October 2020, be received.

d) Performance and Resource Management Committee

RESOLVED, that the draft public minutes and non-public summary of the meeting held on 16 October 2020, be received.

7. CHAIRMAN'S PUBLIC UPDATE

The Chairman provided a verbal update on his activities in his capacity as Chairman of the City of London Police Authority Board.

The Chairman had been involved in presenting to the Association of Police and Crime Commissioners (APCC) and West Midlands Fraud Forum on the 19 October 2020. The presentation focussed on Action fraud and on National Lead Force (NLF) and was made to a range of interested parties including some PCCs as well as individuals from a range of organisations such as HMRC. The Forum coincided with a launch of a report conducted by West Midlands on fraud in the UK, covering successful strategies and shortfalls on tackling economic crime. The Chairman felt that this report tied in with what City of London Police were seeking to do in terms of a pro-active engagement and communications strategy across the Force, Authority and Corporation, ensuring there was no perceived vacuum within that narrative.

The Chairman also participated in discussions last week with PCCs on the Strategic Policing requirement. There was ongoing consultation on the existing arrangements and how it may, or may not, be changed going forward. There had been very little support from PCCs to change the current Policing Requirement, but the Chairmen felt that it could have the ability to bring greater focus on tackling fraud at a local level.

Regarding the national agenda, a session was being set up with PCCs (with support of APCC) on what was being done on NLF, featuring various specialist units including updates on Action Fraud. This was due to take place on 9 December.

The Chairman had given some time to Brexit preparedness and what that means with various agreements with European law enforcement going forward.

Finally, the Chairman wanted to flag a significant matter being reported through PRM Committee: the budget for next year and Medium-Term Financial Plan.

RESOLVED, that the update be noted.

8. **COMMISSONER'S PUBLIC UPDATE**

The Commissioner provided a verbal update regarding activities of the City of London Police Force.

Crime continued to remain low compared to this time last year, which was considered understandable given the circumstances in the City. Nevertheless. The Force were alive to the fact there is still crime taking place. For example, in addition to the continued focus on protective security and Counter Terrorism (CT), last week, the Force identified a group that was stealing pedal cycles in the City. Having identified their address, around 60 cycles recovered and were to be reunited with their owners. The individuals in question were being dealt with and interviewed accordingly.

In light of the pared back ceremonies for Remembrance Sunday, the Commissioner had laid a wreath outside the war memorial at the Royal Exchange and had paid respects on behalf of the City of London Police Force.

Recruitment of officers continued in line with the overall plan, and 10 days prior to the meeting, the Commissioner had attended a Passing Out Parade at Wellington Barracks for the Force's latest intake of recruits. It had been a good event despite the fact that, frustratingly, no families had been able to attend. The event was recorded, and Members would have the opportunity to watch it if they so wished.

The Commissioner had initiated a series of workshops within the Force, to get the Senior Team to think about the future and the Force and its relationship with national policing and within the Square Mile, in light of changing environment of COVID-19. Questions were being asked about what it might mean for a small Force and its future. Members of the Police Authority Board had been involved in some of this work already. A series of different areas had been identified for further work: will landscape of policing and city change? What will the City look like? Considering the Force's relationship with businesses and with other Forces. Considering any impact on the Force's national and local responsibilities. The Commissioner explained that the work would not expand into that which was already covered under Transform. Once further progress had been made, the Commissioner would provide Members with a further update on this work.

Members were provided an update on the Force's COVID response. Gold Group meetings continued to be held within the Force and the Commander (Operations and Security) continued to represent the Force at the City Corporation's Gold meetings. The SCG meetings were being held on a fortnightly basis whilst the Delivery Coordination Group met weekly.

Crime and antisocial behaviour levels were down, as were calls for service. With the ringfenced government funding, dedicated, the Force had led COVID Enforcement Patrols which were conducted in conjunction with the City Corporation's Licensing Officers. In Wave 2 of the pandemic, the Force had issued four fixed penalty notices and had issued one larger premises fine of £10k following a blatant breach. It was felt that the low numbers of penalties reflected the appropriate adoption of the 'four E' approach on top of the low footfall in the City.

The Force had experienced a higher rate of persons isolating, likely to be caused by the increase in usage of the Test and Trace system, which had set directions for those in contact with a confirmed COVID case. There had been a couple of positive tests within the organisation, but critical services had been maintained throughout. This process did require some closer consideration when it came to specialist skill sets. There had been no policing issues with Guildhall Yard testing site. The overall readiness of Force to respond to the various impacts of the virus was good.

In respect to Brexit planning, Gold Groups had been reconvened. Whilst it was being coordinated by London SCG, it was receiving less airtime than it once did. The Force had no specific intelligence of Brexit protest activity to the scale seen over past years. There had been some reference to the Forces' readiness assessments, which was a document prepared by the International Crime Coordination Centre. The City of London Police Force continued to have an officer embedded within this NPCC coordination team. The Force had successfully converted all previous records which included four outstanding European arrest warrants. There were no issues of risk within back record conversion. Whilst in no way was the loss of Schengen databases or agreements preferable, the Force were prepared and were running a parallel system into Interpol so there would be no loss or drop in data come 31 December. The 31 December remained a cancelled leave day for the Force; whilst there were no NYE celebrations this year, this cancelled leave day had been held in anticipation for any required events/demonstrations and this decision would be reconsidered as Gold Group was updated.

In regard to policing databases and the possible impact of a no deal Brexit, the Commander explained that the Force was in the best position it could be, and that all steps had been taken to ensure there is no loss of data. The loss of the European Arrest Warrant status would be an operational deficiency for the Force in the event of a no-deal Brexit but there were alternatives, such as the extradition procedures held with other countries. This was considered a volatile solution as different countries had vastly different conditions surrounding the extradition of nationals. It would likely result in a significant increase in workload, particularly in the area of Economic Crime Unit and NLF.

When asked about the worrying statistics indicating an increase in attacks against officers in London, the Commander explained that he had met with a panel of frontline officers, who had given him their frank and honest assessments. It was felt that whilst the City of London Police were not suffering from the same issues as the Metropolitan Police (e.g. unlicensed music events

and community tensions) they were still involved with a number of events requiring public order interventions, such as the a recent demonstration at which 100 people were arrested. The wellbeing and mental health of officers was being even more closely monitored alongside established sickness absence processes throughout the Force.

The Commissioner added that, on the matter of Brexit, the Force may be required to assist with the policing of, ports airports etc. but that was to be expected as part of the national picture.

Following a question from a Member the Commissioner confirmed that a report on HR data, including an overview of the ethnicity of new recruits, was being submitted at the forthcoming PRM meeting. The Commissioner explained that the last two intakes had seen encouraging improvement on diversity. Approximately one third of the first intake were from BAME backgrounds, the second intake was slightly lower but still encouraging.

A further question was raised regarding the Presidential Election in the United States of America, and the possible impact to the Force and to national policing, particularly with respect to Northern Ireland. At that stage, the Force was not aware of anything specific. However, as part of National Policing the City of London would need to be alive to the fact that, should there be any physical border between Northern Ireland and the Republic of Ireland, Northern Ireland would not have the capacity to police the border and there may be a requirement to provide resource. It was still too early to know if this would become a reality. Assurances were given that National Policing would be considering all impacts of the US Elections, be that protests or otherwise.

The Chairman confirmed that he had requested for a Brexit paper to come to the December Board.

The Chairman welcomed the work being led by the Commissioner on the future of policing. He had been in discussions with the Chair of Policy & Resources Committee to highlight the work of the Force and to explore how it might have greater engagement with the City Corporation. The Chair of Policy & Resources suggested linking up with the City's Innovation and Growth Team on the matter of local vs national. By providing this link the Chairman was hoping to ensure the Corporation reflected on how it might promote the work of the Force on NLF, the Square Mile, nationally and internationally.

9. **NATIONAL LEAD FORCE**

The Commander (Economic Crime) provided a verbal update on the work of National Lead Force.

The new concept of the Lead Force Operations Room (LFOR) for NLF had commenced on 5 October with a soft roll out. The new operational unit had become the heart of activity and had overseen a number of arrests following a romance fraud campaign. The centralised function played a significant role in coordinating operational responses to fraud from all 43 Forces and provided a single point of contact for policing and other partner organisations in the

industry. Going forward, work would be undertaken to improve policing performance. A review of progress to date would be conducted, with next stages and timelines to be reported to the Commissioner in due course.

A brief overview of a recent operation tackling romance fraud was given, the victims of which were particularly vulnerable. The campaign aimed to raise awareness of the crime to assist in leading to more significant arrests and featured a number of initiatives, such as working directly with the online dating industry to help develop protocol to remove profiles as they are identified as fraudulent. There had also been some improved collaboration with overseas counter fraud agencies including with Ghanaian authorities; the Force had been exploring the possibility of funding a secondment there to seek to stop criminality at its source.

RESOLVED, that the update be noted.

10. **CITY OF LONDON POLICE AUTHORITY – GOVERNANCE**

Members considered a report of the Town Clerk regarding the City of London Police Authority Governance.

The City of London Corporation would engage with the Force on governance issues as/when it was appropriate.

There was a call to remove duplicative structures and inefficiencies. The review was considered an opportunity to remove silo working across the City Corporation and its institutions. Concern was voiced about the importance of the culture at the Corporation and if no practical impact was seen or felt, the proposals would not be as successful as hoped. Ongoing work on Transform was cited as being of particular relevance to items under paragraph 8 of the report.

Members requested that governance concerns identified separately to the Lisvane Review be fed into the work led by Sheriff Hayward (e.g. the review led 18 months ago on what was done externally with other PCCs).

It was proposed that a report of this nature, on governance, should be considered by the Board every 18/24 months.

A simplified version of key strands of work was sought for tracking progress and developments. The Deputy Chief Executive agreed to work on this with Tijs Broeke.

The Force welcomed the thrust of the report and was keen to work with the Authority Team to consider the implications to the Force. The Commissioner felt that current governance arrangements could be confusing and that at times the process to achieve goals was unclear.

RESOLVED, that the proposals and course of action for future reporting, as set out in the report, be approved.

11. **INDEPENDENT CUSTODY VISITING SCHEME ANNUAL REPORT 2019/20**
Members received the 2019/20 annual report of the Town Clerk regarding the Independent Custody Visiting Scheme.

An agreement had been reached with the Adult Service, which would be provided on a 24/7 basis going forward. At time of reporting this agreement was in the process of being finalised.

The Police Authority had sought further assurance on a longer-term resilience plan in light of COVID-19. It was noted, however, that officers and volunteers working in the custody suite had been doing a superb job at dealing with the constraints of COVID-19, whilst making sure those in custody were well looked after and properly treated. Very effective interventions had been made to make this possible.

The Board issued their thanks for the comprehensive report.

RESOLVED, that the contents of the report, be noted.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was one item of urgent business.

a) City of London Police Reserve - Utilisation and Deployment

The Chairman issued apologies for the lateness of this report, which highlighted the broad range of involvement of the Special Constabulary. A significant amount of time was dedicated by these individuals and the Board was interested to know the number of hours committed, how the SC were being utilised and how are they could be best utilised.

Members were eager to know how they could better advertise the volunteering opportunities, both within the City Corporation and within their own constituencies. The Force felt there was a new and exciting opportunity with the new Dedicated Ward Officers, who under the umbrella of Sector Policing would work on how the offer could be developed and how best to engage with businesses. A question was raised as to how the City Corporation could do more to provide support to employees wishing to volunteer. There was some concern that businesses encourage rhetoric on this matter but fail to put measures in place to support employees in pursuing volunteering opportunities.

RESOLVED, that the report be noted.

14. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds

that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

15. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 6 October 2020, be approved as an accurate record.

16. **NON-PUBLIC OUTSTANDING REFERENCES**

Members received a report of the Town Clerk regarding the Board's non-public outstanding references.

17. **NON-PUBLIC MINUTES OF COMMITTEES**

a) **Professional Standards and Integrity Committee**

RESOLVED, that the draft non-public minutes of the meeting held on 14 September 2020, be received.

b) **Police Pensions Board**

RESOLVED, that the draft non-public minutes of the meeting held on 9 October 2020, be received.

c) **Economic Crime Committee**

RESOLVED, that the draft non-public minutes of the meeting held on 12 October 2020, be received.

d) **Performance and Resource Management Committee**

RESOLVED, that the draft non-public minutes of the meeting held on 16 October 2020, be received.

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

The Chairman provided a verbal update on non-public matters relating to the Board.

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

The Commissioner provided a verbal update on non-public matters relating to the Board.

20. **NATIONAL LEAD FORCE**

A verbal update was given on non-public matters relating to the National Lead Force.

21. **CITY OF LONDON POLICE TRANSFORM PROGRAMME**

Members received a verbal update on the City of London Police Transform Programme.

22. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE - STAGE 1 PROCUREMENT STRATEGY REPORT**

Members considered a joint report of the Chamberlain and the Commissioner regarding the Fraud and Cyber Crime Reporting and Analysis Service – Stage 1 Procurement Strategy.

23. **FORENSIC COLLISION INVESTIGATION NETWORK (FCIN) S22A COLLABORATION AGREEMENT**
Members considered a report of the Commissioner regarding the FCIN S22A collaboration agreement.
24. **GATEWAY 1/2: POLICE ACCOMMODATION STRATEGY: PHASE 3G MOUNTED UNIT**
Members considered a joint Gateway 1/2 report of the Commissioner and City Surveyor regarding the Police Accommodation Strategy: Phase 3G Mounted Unit.
25. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
26. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one item of urgent business.
27. **CONFIDENTIAL MINUTES - 1 OCTOBER 2020**
RESOLVED, that the confidential minutes of the meeting held on 1 October 2020, be approved as an accurate record
28. **CONFIDENTIAL MINUTES - 6 OCTOBER 2020**
RESOLVED, that the confidential minutes of the meeting held on 6 October 2020, be approved as an accurate record

The meeting ended at 12.35 pm

Chairman

Contact Officer: Polly Dunn
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**PERFORMANCE AND RESOURCE MANAGEMENT COMMITTEE OF THE CITY
OF LONDON POLICE AUTHORITY BOARD
Wednesday, 11 November 2020**

Minutes of the meeting of the Performance and Resource Management Committee
of the City of London Police Authority Board held via Microsoft Teams on
Wednesday, 11 November 2020 at 1.45 pm

Present

Members:

Douglas Barrow (Chairman)
Keith Bottomley
Tijs Broeke
Helen Fentimen
Alderman Timothy Hailes
Jamie Ingham-Clark
Andrew Lentin
Caroline Mawhood (External Member)
Deborah Oliver
Graham Packham
Deputy James Thomson
Dan Worsley (External Member)

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Rhiannon Leary	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Alistair Cook	- Head of Police Authority Finance
Matt Lock	- Head of Audit and Risk Management
James Gibson	- Chamberlain's Department

City of London Police Force:

Alistair Sutherland	- Assistant Commissioner
Cecilie Booth	- Chief Operating and Chief Financial Officer
Kevin Kilburn	- Deputy Chief Financial Officer
Paul Adams	- Head of Governance and Assurance
Stuart Phoenix	- Head of Strategic Development
Oliver Shaw	- Detective Chief Superintendent
Kelly Harris	- Assistant HR Director
Hayley Williams	- City of London Police

1. APOLOGIES

There were no apologies for absence; however, the Town Clerk noted that Tijs Broeke would be leaving the meeting at 3.00pm.

The Chairman welcomed members to the third meeting of the Committee that year.

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

There were no declarations.

3. **TERMS OF REFERENCE**

Members considered the Committee's updated terms of reference and the Chairman proposed that the word 'usually' be inserted under 'Frequency of Meetings' after 'shall' and before 'meet'. Members unanimously agreed this insertion.

RESOLVED, that the updated terms of reference be received as amended.

4. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 16 October 2020 be approved.

MATTERS ARISING

A member sought further information in relation to a previous query regarding pay parity within the Force. The Assistant Commissioner advised that officers were paid according to service bands, per rank, and that for specialist areas pay was equivalent to those bands. For a highly specialised area, such as firearms officers, pay incentives were available to assist with retention. Pay parity in other specialist areas, such as economic crime, was based around length of service and progression through rank, rather than specialist pay/incentives.

5. **REFERENCES**

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

15/2020/P – Policing Plan Performance

- A provisional date for the member workshop on Policing Plan measures to enable members to understand better the governance and compliance assessments underpinning the reporting made to Committee had been scheduled for November 2020, and it was proposed that an additional workshop take place in January 2021. The Assistant Commissioner requested that consideration be given to an alternative date than the one proposed for November 2020, however, given that it involved a conflict with another meeting.

RESOLVED, that the report be received.

6. **Q2 CAPITAL AND REVENUE BUDGET MONITORING**

Members considered a report of the Commissioner regarding Q2 Capital and Revenue Monitoring and the following points were made.

- The Chief Operating and Chief Financial Officer (COFO) noted that the report set out a good degree of confidence that all savings targets would be achieved, with a £5m underspend projected. This was due to the Force receiving more Home Office funding than had been anticipated for recruitment, and as well as the Force generating more income than had been forecast. At present, the figures within the report were the COFO's best assessment and it was anticipated there would not be much more movement by year-end.
- The COFO noted that in relation to the savings tracker at Table 3 (p23) the main risk was in relation to the National Enabling Programme (NEP) as a result of the delay nationally in rolling out the programme.
- The COFO advised that the CT Grant had also been identified as a risk although the Home Office funding in terms of income recovery had helped offset this.
- The COFO concluded by advising that the format of the report would be revised for future iterations given that in its current form it had become unwieldy with the amount of narrative likely to impede clarity. The final section would be truncated, again in order to streamline and aid transparency.
- In response to a comment welcoming the news that the Asset Recovery item was four times above target, the COFO advised that this spend was ring-fenced as per the guidelines for the Asset Recovery Incentivisation Scheme (ARIS) under the Proceeds of Crime Act (POCA) and would be utilised for crime reduction. There had been a shortfall in terms of additional income for provision of international training, which in an average year would be sizeable; however, funding had been received from the Home Office which had helped to cover the shortfall. The underspend would be used to repay part of the City of London Corporation loan for Action Fraud although the amount to be repaid could not yet be confirmed at this stage in the financial year.
- Responding to a question, the COFO explained that due to the frequency of personnel moving to other posts, workforce planning – which was always complex – remained fluid. Both HR and Finance were closely involved; however, as an example, whilst business analysts were being recruited for the Transform programme, they would not be part of the establishment under workforce planning.
- There was a query in relation to the risk identified for 'Digitisation of external services' (p23, Table 3 – Savings Tracker) and the COFO advised that this included the provision of online payment facilities for fines.
- A member raised a number of queries, noting the shortfall in income from delivering training at the Economic Crime Academy and asked what the impact would be, and what action would be taken. She also enquired

whether the savings targets would be sufficient or whether they could be extended. Finally, the member noted that the City of London Corporation held the financial reserves for the CoL Police and queried whether it would be possible to work towards ensuring the Force could hold its own reserves.

- The COFO, in reply, advised that the loss of income from the cancelled training at the Economic Crime Academy had been offset largely by two main factors: in part by an accrual from previous years and secondly by a government grant for recruitment which had been received in full. In relation to the savings targets, the target itself was £5.7m – which was forecast to be achieved in full – and there was a further projected underspend of £4m which would be in addition to the original target. The COFO drew members' attention to the fact that significant savings had also been achieved by recruiting a high number of probationers who were on lower salary bands than more experienced longer serving officers. Regarding the financial reserves, the COFO confirmed she would be happy to agree should it be proposed that responsibility for this be allocated to the CoL Police. At this point the Chairman advised that further discussion in relation to this point would be taken under item 14a.
- There was further discussion in relation to the planned use of the £4m underspend as partial repayment of the Action Fraud loan and some members expressed the view that some of the underspend could be used strategically by allocating it to the reserves. In response, the COFO advised that the loan was scheduled to be repaid over four years: an early repayment of part of the total amount would ease the financial pressure by £1m per annum.
- A member queried the projected underspend on salaries given the number of unrecruited posts. The same member also enquired into the accuracy of the savings tracker. The COFO reiterated the complex nature of workforce planning and advised that the Q2 information was the most accurate available at this stage in the financial year. Further detail would become available as the year progressed and would be monitored by the Capital Programme group internally and be presented to members in Q3.
- A member queried whether, given the difficulty in identifying 67 extra posts within the budget, this caused any issues with the Home Office in terms of how the money was spent. She also enquired whether this applied to other grants obtained. The COFO, in response, advised that the National Uplift Year 1 posts were in accordance with a baseline agreed with the Home Office for 44 officers, rather than 67. The Home Office allowed some use of the funding provided for Covid expenditure and detailed monitoring of the spend remained in place. The same member also queried how likely the resumption of international training in the course of the next two years was, given the ongoing global health pandemic. In reply, the COFO advised that a high level of demand existed as a result of the current suspension of training delivery. As soon

as international travel was achievable safely, significant income would be generated. Were the delay in training delivery to continue for longer, an income recovery grant would offset the shortfall. The Assistant Commissioner added that the Force had also introduced virtual delivery of training in addition to expanding the number of countries to whom the Force delivered training.

RESOLVED, that the report be received.

7. POLICING PLAN 2020-23 - PERFORMANCE AGAINST MEASURES FOR END Q2 FOR THE YEAR 2020-21

Members considered a report of the Commissioner regarding Policing Plan 2020-23 – Performance against measures for end Q2 for the year 2020/21 and the following points were made.

- The Assistant Commissioner reported that the Force was rated first in the country for crime detection, news which was welcomed by members. One measure requiring action in relation to Counter Terrorism was the decrease in the amount of hostile reconnaissance reports; however the Assistant Commissioner advised that this was as a result of footfall in the City having significantly reduced since the outset of Covid-19 which could not have been avoided.
- In relation to neighbourhood policing, a member queried to what extent the Force was involved with some measures, such as road safety. In response the Assistant Commissioner advised that the Force had a statutory duty to enforce the law in relation to road safety, including safeguarding the vulnerable.
- A member asked whether the reduction in footfall within the City had provided an opportunity to increase efforts in relation to prevention of crime. In response, the Assistant Commissioner replied that there remained a prominent focus on offender management and repeat offending, with several recent good results.
- A question was put in relation to partnership working, with clarification sought as to how effectiveness was assessed with reference to City of London and Metropolitan Police working partnership. The Assistant Commissioner responded and explained that the Force worked in partnership with the Metropolitan Police and the British Transport Police on public order management; with the Metropolitan Police on a London-wide basis to manage sex offenders and violent offenders; and with the Metropolitan Police and the NHS on mental health issues. Given the range of partnerships, any one, single, standard of measurement could not be applied, however, CoLP Head of Governance and Assurance explained that this could be considered as part of the setting of next year's measures. A member highlighted that this could be explored as part of the Policing Plan for the year 2021-22: to consider which priorities to work towards and to select an appropriate measurement to track achievement.

- In response to a question regarding performance measurement, the Assistant Commissioner advised that year-on-year comparators could be provided for future meetings, as had been the case in previous years. Measures had been set following Home Office guidance which had moved away from target-based measurements several years previously. Several members however voiced their support for data which would facilitate effective scrutiny of a performance-led and measurable reduction in crime. The Assistant Commissioner further advised that there was measurement of crime in the west and the east sector, as well as year-on-year. In 2021 ward-specific briefings and panels would be introduced which would allow ward members, residents and businesses to obtain this data.
- A member noted that there had been a decrease in the number of fraud disruptions and sought clarification as to whether the Serious Organised Crime measures on p52 included fraud. In reply, the Assistant Commissioner advised that victim-based inquisitive crime did not include fraud, which the Force was required to record separately. The decrease in disruptions was as a result of numbers of people within the banking and financial sectors, who were necessary to this area of work, being furloughed or working remotely. A member noted that Fraud Performance was scrutinised thoroughly at the Economic Crime Committee in any case.
- In response to a question on Stop and Search as to how the percentage of effectiveness compared to national figures, the Assistant Commissioner replied that the Force compared favourably to the national average.

RESOLVED, that the report be received.

8. **HER MAJESTY'S INSPECTOR OF CONSTABULARY, FIRE AND 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) Inspection reports and the following points were made.

- The Head of Strategic Development provided an overview of the inspection programme and progress made on the subsequent implementation of the recommendations. He advised members that the current status was very positive, with two additional green targets and no red targets since the previous report to committee in October. Members heard that the level of 23 remaining targets was the lowest level to be reported at this committee.
- The Chairman expressed the Committee's appreciation for the significant progress made and thanked officers for their work.

RESOLVED, that the report be received.

9. **HR MONITORING UPDATE 1 APRIL-30 SEPTEMBER 2020**

Members considered a Human Resources (HR) monitoring report of the Director of Human Resources and the following points were made.

- The Assistant HR Director noted that there had been a significant uplift in the intake of probationers, with a further 16 probationers taking up their role from 20 November 2020. Members heard that the numbers of women and BAME recruits had also increased.
- A member commented on the positive feedback in relation to the culture at the City of London Police, which was welcomed, but expressed concern at the high level of transfers (approximately 50%) and enquired as to whether exit interviews were carried out. In response, the Assistant HR Director advised that police officers frequently changed roles, which was supported within the Force given that this facilitated the building of a wide range of skills and expertise. This benefitted officers in terms of their personal development as well as the Force overall. Exit interviews were routinely conducted and changes to the process in recent years meant that these were now conducted by a member of a staff network rather than line management.
- The same member asked why the statistics gathered from those who would be considered part of the group of those with protected characteristics were low. The Assistant HR Director, in response, advised that it had been explained to officers why the information was requested, how it would be used and that line managers were not able to access this information. This had helped to raise the level of information returned, although the number of responses remained lower than was desirable. It was noted that this was a voluntary return, rather than statutory.
- A query was put seeking clarification of the role of the Chief Superintendent - Welfare Lead. The Assistant Commissioner advised that this was a proactive role to oversee staff welfare including statutory reports (e.g. staff assaults); conducting forums on stress, injury and wellbeing; overseeing delivery of occupational health with HR; and ensuring line management was supporting the welfare plan appropriately. The current post holder was proactive and had revised and updated the plan in place to assist staff in dealing with traumatic incidents. Internal evidence had shown that this model did support people appropriately and that incidents were reported.
- A member enquired as to whether the statistics included the Special Constables and the Assistant HR Director advised that the Special Constables were recorded separately, with a separate Commander overseeing them.

RESOLVED, that the report be received.

At 3.45pm Members agreed to extend the business of the agenda beyond two hours, in accordance with Standing Order 40, in order to conclude the business on the agenda.

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

There were no questions.

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

There was no other public business.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 16 October 2020 be approved.

14. **NON-PUBLIC REFERENCES**

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

14a. **UPDATED MEDIUM-TERM FINANCIAL PLAN AND RESERVES POLICY PRINCIPLES**

Members considered a report of the Head of Police Authority Finance regarding the medium-term financial plan and reserves policy principles.

15. **TRANSFORM UPDATE**

Members heard an oral report of the Commissioner regarding the Transform Programme: Update on Implementation and Efficiencies.

16. **HR MONITORING UPDATE 1 APRIL-30 SEPTEMBER 2020
(Non-Public appendix to be read in conjunction with agenda item 9).**

This appendix was considered in conjunction with the discussion under item 9 (above).

17. **CIPFA REVIEW OF COLP/COL FINANCE – IMPROVEMENT PLAN**

Members considered a report of the Commissioner on the Improvement Plan.

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

There were no questions.

19. 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 in non-public session.

The meeting ended at 4.27 pm

Chairman

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**ECONOMIC CRIME COMMITTEE OF THE CITY OF LONDON POLICE
AUTHORITY BOARD**

Monday, 16 November 2020

Minutes of the meeting of the Economic Crime Committee of the City of London Police Authority Board held virtually on Monday, 16 November 2020 at 9.00 am

Present

Members:

Deputy James Thomson (Chairman)
Nicholas Bensted-Smith
Tijs Broeke
Alderman Emma Edhem
Alderman Timothy Hailes
Deputy Robert Merrett
Benjamin Murphy
James Tumbridge
Deputy Philip Woodhouse
Dawn Wright

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Oliver Bolton	- Deputy Head of Police Authority Team
Polly Dunn	- Town Clerk's Department
Chloe Rew	- Town Clerk's Department
James Gibson	- Chamberlain's Department

City of London Police Force

Clinton Blackburn	- T/Commander
Rebecca Riggs	- Detective Chief Superintendent
Christopher Glover	- City of London Police
Alix Newbold	- City of London Police
Jennifer V	- City of London Police

1. APOLOGIES

Apologies were received from Andrew Lentin.

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

There were none.

3. **MINUTES**

RESOLVED, that – the minutes of the previous meeting held on 12 October 2020 be agreed as a correct record.

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

The Chairman advised that moving forward, there would be a Chair's verbal update and a National Lead Force verbal update in both public and non-public to address key issues not covered elsewhere in the agenda.

Chairman's Update

- National Lead Force: a report was presented to the Association of Police and Crime Commissioners West Midlands Fraud Forum in mid-November which addressed the role of the Force as national lead on Action Fraud. This coincided with a report by West Midlands done in conjunction with Birmingham University which sought to comment on the successes, strategies and shortfalls of addressing economic crime. This received coverage in The Times around fraud and past criticisms around Action Fraud. The Chairman was working with the Force on this to improve how the Force engages with West Midlands around many recommendations from the report and forum, and to ensure appropriate public narrative around this.
- The Home Office was conducting a review of the Strategic Policing Requirements for Police Forces in England and Wales, with an aim to ensure that fraud was more prominently included in the strategic policing requirement; that forces were held to account for performance on fraud; and that appropriate skills and resources were allocated to anti-fraud work.
- The Police Authority Board was considering an invitation to present to the All-Party Parliamentary Group on Fraud in May 2021.
- The Force was working on the production of a strategic communication and engagement plan to address how the Force positioned itself with other stakeholders around tackling fraud. This was to ensure that the Force was proactive in its communications.
- The Lead Force Operations Room had had its soft launch, with a full launch anticipated in due course to promote the work of the Force to combat fraud.

T/Commander's Update

- There had been a decrease in economic crime relating to COVID-19, which currently accounted for less than 1% of economic crime.
- The Force recently had a two-week campaign for education and awareness around romance fraud.
- The initial Lead Force Operations Room launch was successful, and the Force was optimistic about a broader launch. There would be a push in December to highlight the importance of elevating fraud on PCCs' agendas and raise awareness of fraud-related crimes.

- Procurement for the new Action Fraud system was ongoing. The soft market testing stage was complete, potential bidders were identified and a business case would be put to the Home Office early next year.
- A spending review bid had been put to the Home Office to improve the capability and capacity across policing, and a response was anticipated for December.
- There had been a push to engage with stakeholders to raise the profile of fraud in Parliament, the public and private sector, as one third of all crime is economic crime.

Questions:

Deputy Woodhouse sought confirmation on when the strategic engagement plan would be presented to the Economic Crime Committee. The T/Commander advised that the draft had been written by the Director of Communications, and needed to be reviewed by the Commissioner and SMB. Although a release date could not be projected, the Chairman requested that the Force circulate a timeline for completion to the Committee with an aim to circulate the plan before Christmas.

Deputy Woodhouse requested information on the extent of the banks' involvement in addressing organised crime. The T/Commander noted that the Force had a close relationship with banks. Banks were heavily involved with initiatives such as the national Economic Crime Centre; Operation Recall which prevented victims' money from going into suspects' accounts; and Operation Olaf which utilised money trapped in making to good effect in combatting economic crime.

5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.
6. **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 item(s) 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.
7. **NON-PUBLIC MINUTES**
RESOLVED, that – the non-public minutes of the meeting held on 12 October 2020 be agreed as a correct record, subject to one amendment.
8. **NON-PUBLIC REFERENCES**
Members considered a joint report of the Town Clerk and Commissioner regarding non-public references.
9. **ECONOMIC CRIME DIRECTORATE PERFORMANCE REPORT Q2 JULY-SEPTEMBER 2020**
Members considered a report of the Commissioner regarding Economic Crime Directorate Performance Q2 July – September 2020.

10. **ECONOMIC CRIME ACADEMY UPDATE**
Members considered a report of the T/Commander (Economic Crime) regarding the Economic Crime Academy.
11. **UPDATE ON PROCUREMENT OF NEXTGEN SYSTEM**
Members received a report of the Detective Chief Superintendent relative to an update on procurement of the NextGen System.
12. **COVID-19 - COURT BACKLOGS**
Members received an update of the T/Commander regarding COVID-19 Court Backlogs.
13. **PCC ENGAGEMENT AND FORCE ACCOUNTABILITY**
Members received a joint report of the T/Commander and the Town Clerk with respect to PCC Engagement and Force Accountability. The matter was addressed in public session as the Chairman determined that the report did not contain sensitive information exempt by virtue of Part 1, Schedule 12A of the Local Government Act 1972. The Chairman noted that the matter was largely covered in the Chairman and Commanders' verbal updates.

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

14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.
15. **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 non-public business.

The meeting ended at 10.45 am

Chairman

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City of London Police Authority Board – Public Outstanding References

15/2018/P	Item 4 Outstanding References	Barbican CCTV will form part of Secure City Programme when CCTV is reviewed in the round.	Commissioner of Police	DUE SIX MONTHS POST-CROSSRAIL OPENING
37/2019/P	November 2019 Item 9 – Annual Update on Custody of Vulnerable Persons	Police Authority Board to be updated on progress on options for provision of exercise yard at Bishopsgate Police Station and firm start / completion dates to be provided.	Commissioner of Police	IN PROGRESS Budget agreed under urgency procedure by Town Clerk in consultation with Chairman and Deputy Chair Capital Buildings Committee on 12 October 2020. Director of Estates and Support Services continues to provide weekly updates to SIA Member for Safeguarding and Public Protection on project progress. Estimated Start / completion dates Start: Last week November 2020 End: Second week February 2021
25/2020/P	22 June 2020 HR Monitoring Report	Future iterations to include (a) attrition rate of officers/staff by department and rank/grade (2) table breakdown of tribunals opened, in-flight, and closed during the year.	Commissioner of Police	COMPLETED HR Monitoring Report went to PRM on 11 November 2020 and included this requested information and will continue to do so.

29/2020/P	29 July 2020 City of London Police Authority Board and its Committees 2020/21	Job descriptions and person specifications for Board and Committee Chairmen and Members to be refreshed.	Chief Executive	IN PROGRESS Under review following publication of Lisvane Review – to be in place in advance of April 2021
30/2020/P	29 July 2020 Special Interest Area Scheme 2020/21	Note on expectations regarding Special Interest Area Scheme operation to be provided to the Board.	Chief Executive	IN PROGRESS Under review following publication of Lisvane Review - to be in place in advance of April 2021
39/2020/P	3 September 2020 IASG Update	Chairman/Deputy Chairman/SIAs to attend IASG meeting(s) / IASG Members to observe COLPAB meetings	Town Clerk	COMPLETE Arrangements have been made for the Chairman and Deputy to attend the December IASG meeting and vice versa for IASG to observe a future PAB meeting
45/2020/P	6 October 2020 Algorithms and AI in City of London Police	Report to be submitted to Professional Standards and Integrity Committee	Town Clerk	COMPLETE This report was submitted to PSI on 26 November 2020.
46/2020/P	9 November 2020 Algorithms and AI in City of London Police	Report to be produced annually, Force to advise the Town Clerk when this would best fall in the annual cycle of meetings	Commissioner of Police/Town Clerk	COMPLETE It has been proposed to the PA Team that there will be an annual update at each May PAB on CoLP use of AI and Algorithms.

47/2020/P	9 November 2020 Professional Standards and Integrity Committee Minutes (14 September 2020)	Briefing note to be provided to Members on the Benbow agreement.	Commissioner of Police	IN PROGRESS To be prepared and circulated when current work undertaken on Benbow is completed, estimated timescale for provision of this update is February PAB (as staff involved in preparation of this update will be abstracted as a result of Brexit related staffing on Benbow and Mutual Aid).
48/2020/P	9 November 2020 Commissioner's Public Update	Brexit update report to come to the December 2020 Board meeting.	Commissioner of Police	COMPLETE Report on agenda
49/2020/P	9 November 2020 City of London Police Authority - Governance	Simplified version of key strands of work on Lisvane/ Governance to be produced to help track progress.	Deputy Chief Executive	IN PROGRESS Update report due at January 2021 PAB meeting.
50/2020/P	9 November 2020 City of London Police Reserve – Utilisation and Deployment	Further information to be reported on the number of hours committed by the Special Constabulary; how the SC were utilised and how they were best utilised	Commissioner of Police	IN PROGRESS The Specials Commander has been tasked to make direct contact with the Chairman regarding this as the Force felt it had covered this in the supplementary report to the November Board.

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Committee(s): Police Authority Board	Date(s): 16 th December 2020
Subject: Exit from the European Union – City of London Police Preparedness	Public
Report of: Commissioner of Police Pol 76-20	For Information
Report author: Dai Evans, T/Cdr Operations and Security	

Summary

The United Kingdom is due to exit the European Union on 31st December 2020. As yet, it is unclear on the exact terms and conditions of any exit agreement.

Concurrence with the COVID pandemic may have reduced the level of organised protest that was experienced prior to previous exit dates. There is no current intelligence of significant protest on or around the date of planned exit.

City of London Police is operating a command structure for this event under the direction of T/Commander Operations & Security Dai Evans.

There is cross organisational support between City of London Corporation (CoL) Silver Group headed by Paul Wilkinson and the City of London Police (CoLP) with each being represented on parallel meeting structures. The London Resilience Forum coordinated Strategic Coordination Group that is overseeing the COVID response has assimilated the role and responsibility for EU Exit and we remain fully represented at SCG level.

The principal risk identified prior to previous exit dates in respect of loss of various statutory instruments has been mitigated over the intervening period and is no longer assessed as presenting a significant risk to operational capability for the force.

Some abstraction of resources may be considered likely in support of national mutual aid and this could create an unbudgeted pressure.

A Policing plan is in place with dedicated command team for the 31st December date.

Recommendation

Members are asked to:

- Note the contents of this report.

Main Report

Background

1. The United Kingdom will exit from the European Union at midnight on 31st December 2020, following the original referendum vote of June 2016. It is currently unknown what the final and agreed exit agreement terms will be and hence preparations have been made to take account of the potential loss of various statutory instruments.
2. Under the direction of Deputy Assistant Commissioner Richard Martin, National Police Chiefs Council has formed the International Crime Coordination Centre (ICCC), to coordinate and seek standardised position for UK forces.

Current Position

3. Benefiting from providing a full time embed within the ICCC, all investigations reliant upon aspects of the Schengen agreement and related statutory instruments have been migrated to parallel methodologies under Interpol governance.
4. All previously identified records (5 in number) have been successfully migrated thereby negating the risk that had previously been recorded on the CoL Risk Register.
5. Current information suggests that much of the ancillary legal instruments relating to crime, intelligence and security have been agreed but will not be ratified before an agreement can be reached in relation to trade. *The negotiating position is that nothing is agreed until everything is agreed.* Irrespective of the final negotiated outcome it is known that Forces and Law enforcement agencies will lose access to the relevant legal provisions that exist for European Arrest Warrants (EAW's). The loss of such provisions is most likely to be felt by CoLPs Economic Crime Directorate but examination of previous usage suggests this loss to pose a minimal operational impact.
6. The Force is re-drafting some of the information sharing and partnership agreements it has with US Federal agencies such as Homeland Security and specifically our agreement with the New York District Attorney as they are currently predicated on European legislation.
7. The National Police Coordination Centre (NPoCC) will retain responsibility for any cross border mutual aid requests for deployment of specialist staff.
 - a. Some pressures may be experienced in the abstraction of specialist officers in support of other policing areas under the Strategic Policing Requirement (SPR).
 - b. Previous requests have included support to south coast ports and the regional traffic network

Conclusion

8. Whilst CoLP continues to seek information and intelligence regarding the status of legislation and any specific intelligence regarding protest and potential disorder, City of London Police is well placed and prepared to address exit from the European Union

Appendices

- None

Dai Evans

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<p>Committee: Police performance and Resource Management Committee Police Authority Board</p>	<p>Date: 11th November 2020 16th December 2020</p>
<p>Subject: Q2 Budget Monitoring 2020/21</p>	<p>Public</p>
<p>Report of: Commissioner of Police Pol 79-20</p>	<p>For Information</p>
<p>Report author: Cecilie Booth, Chief Operating and Chief Financial Officer</p>	

Summary

The Chief Officer Cash Limited Budget at the start of the year was £84.9m. This includes the 67 locally agreed growth posts and the 44 National Uplift Year 1 posts. This report outlines the financial position for the second quarter of the 2020/21 financial year. Current projections indicate an underspend of £5.0m by the end of the year, primarily due to the large number of vacancies held at start of year.

The Police Authority Board decision taken under ‘Urgency’ on 12th June 2020 was that costs relating to Action Fraud in meeting contractual obligations (procurement, licence fees and exit/transition) in the region of £3.8m would be funded from the Action Fraud Reserve and Police budget underspends. Most, but not all, of these costs are expected to fall within the 2020/21 financial year, and some purchase orders have been raised in Quarter 2. There is an expectation that a separate Home Office grant will meet part of the service improvement costs, however, there is no certainty at this stage that this will be the case. Any residual underspends at the end of the financial year will be allocated to repayment of the Action Fraud loan to the Corporation of London.

A challenging savings plan is in place. £5.7m is fully built into the budget, with £1.6m in pay and £4.1m in non-pay.

The budget and the savings plans are closely monitored throughout the year with fortnightly meetings between Force and Police Authority finance staff, monthly meetings with the Commissioner, Force Chief Operating and Chief Finance Officer (COFO) and Police Authority staff and quarterly reports to Performance and Resources Sub Committee and Police Authority Board. The Savings Tracker is further subject to monthly monitoring meetings and updated Action Plan.

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 £84.9m. This includes the 67 locally agreed growth posts and the 44 National Uplift posts.

1.2 The budget is funded as follows:

Table 1

Funding Type	Amount (£000)	%
HO Core Grant	(61,130)	72.0%
Business Rate Premium	(13,800)	16.3%
Precept Grant	(3,450)	4.1%
Legacy Council Tax Grant	(80)	0.1%
Contact Centre Funding	(680)	0.8%
HO Pension Grant	(840)	1.0%
67 Growth	(5,400)	6.4%
Capital priorities	500	-0.6%
Total Funding	(84,880)	100%

1.3 The latest forecast position is summarised below

Table 2

	20/21 Latest Budget £m	Budget YTD £m	Actual (Q2 YTD) £m	Variance YTD £m	Forecast £m	Proj Variance £m
Pay						
Officers – net	60.6	30.3	26.9	(3.4)	57.8	(2.8)
Staff – net	26.0	13.0	11.9	(1.1)	25.4	(0.6)
Overtime	2.2	1.1	0.9	(0.2)	1.8	(0.3)
Agency	1.6	0.8	0.6	(0.2)	1.2	(0.3)
Indirect employee costs	2.3	1.1	0.8	(0.3)	2.4	0.1
Pensions Contrib.	23.0	11.5	0.0	(11.5)	23.0	0.0
Total Pay	115.6	57.8	41.1	(16.7)	111.7	(3.9)
Premise Costs	2.6	1.3	2.0	0.7	2.5	(0.1)
Transport Costs	2.0	1.0	0.3	(0.7)	2.2	0.2
Supplies and Services	23.0	11.5	7.0	(4.5)	23.2	0.2
Third Party Payments & Recharges	12.2	6.1	1.2	(4.9)	12.0	(0.2)
Unallocated Savings	(1.8)	(0.9)	0.0	0.9	(1.8)	0.0
Non-Pay	37.9	19.0	10.5	(8.5)	38.1	0.2

Total Expenditure	153.5	76.7	51.6	(25.1)	149.8	(3.7)
Income						
Specific Grant	(51.5)	(25.8)	(22.5)	3.3	(53.3)	(1.8)
Partnership	(13.0)	(6.5)	(3.0)	3.5	(12.9)	0.1
Fees & Charges	(4.1)	(2.1)	(0.6)	1.4	(3.7)	0.4
Total Income	(68.6)	(34.3)	(26.2)	8.1	(69.9)	(1.3)
Funding	(84.9)	(42.4)	(42.4)	0.0	(84.9)	0.0
Underlying Deficit	(0.0)	(0.0)	(17.0)	(17.0)	(5.0)	(5.0)

1.4 Table 2 indicates a projected underspend of £5.0m, predominately within pay. At the end of Q1 there were 161 vacancies, this has reduced to 106 at the end of Q2. There is a net decrease of 55 which comprises 105 new starters and 50 leavers. The pay actuals and projections in Table 2 above are based on the workforce actuals and forecasts shown in Table 5 below. The slight overspend for indirect employee costs relates to payment of allowances and Occupational Health costs.

1.5 Non-Pay

Non-Pay comprises 25% of the gross expenditure budget, and a slight overspend of £0.2m is forecast at the end of Q2. A high level overview of non-pay expenditure provides:

- Premises - £2.6m. This includes rates and running cost for Bishopsgate and Wood Street; utilities, cleaning cost and hire of premises. A small underspend in the region of £0.1m is forecast, due to a reduction in room hire for the Economic Crime Academy and a small projected underspend in repair and maintenance.
- Transport - £2.0m. This includes use of hire transport, vehicles running cost, repairs and maintenance of vehicles and Rail Delivery Group contract (RDG). The projected £0.2m overspend relates to repairs and maintenance and vehicle running cost for our current fleet. There is currently an active fleet replacement programme in place, which will reduce maintenance costs for future reference.
- Supplies and Services - £23.0m – Supplies and services contains non pay expenditure for large fees relating to Action Fraud, National Fraud Intelligence Bureau (NFIB), National Cyber Security Programme (NCSP) and Economic Crime Capability, as well as various day to day supplies and services. A small overspend is projected, however, the final position will be determined in Q4.
- Third Party Payments & Recharges - £12.2m which relates to fees and contributions to partners and other bodies, including the IT recharge of £7.0m to City of London Corporation.
- Unallocated savings of £1.8m are expected to be achieved by the end of this financial year, as set out in the Savings Tracker.

- Overtime and Agency is forecast near budget. The use of agency staff is lower than previous year due to a fully funded pay budget, in previous years we have been holding a high number of vacancies to meet required in-year savings.
- COVID-19 has added pressure to the overall budget, however, the Home Office has allowed police forces to claim 50% of the allocated ring-fenced Uplift Grant for this purpose. The CoLP grant for the year is £1.2m, of which £0.33m has been received to date. There is a slight delay in payment from the Home Office, but we expect to receive the full £1.2m ring-fenced funding by the end of the year, depended on progress with recruitment towards the additional posts, above the agreed baseline.
- It is anticipated that most of the projected underspend will be utilised to support Action Fraud. At the end of Q2, £1.6m has been spent or committed, and a further £2.5m expenditure is forecast based on current projections, but orders have not yet been placed. The additional expenditure pressures will be funded partly from the Action Fraud Reserve and partly from underspends in the current financial year. Expenditure will be split over two financial years, and it is possible that some funding will be available from the Home Office. However, there is no certainty around external funding at this stage. This matter will be covered further in the Q3 report as and when further information is available. Any residual underspends may be used towards repayment of the Action Fraud loan from the Corporation, this is not limited to any underspends against the local growth bid.
- It should be noted that there are some significant areas of risk attached to the forecast; e.g. due to travel restrictions, no international training can currently take place and there is likely to be a shortfall in income from the Economic Crime Academy. The position will be closely monitored during the financial year, and additional savings will have to be found if the budgeted income does not materialise. The government has recently announced a new income recovery scheme, CoLP has made a £152,000 submission to this scheme for the first 4 months of the year. A further two claims will be made in due course, and the overall financial position will improve if submissions is successful. A further update will be available in the Q3 report or in the outturn report.
- Some grants are also at risk, e.g. the TfL grant due to the financial position for TfL while people are avoiding public transport. The position will be reviewed every quarter, in line with announcements made by TfL. So far we have received the full grant for Q1, and the Q2 payment is expected to be received in the very near future. At this stage it is assumed that we will also receive Q3 and Q4 payments in line with the budget, however, there is a risk that this may not materialise.

2 Savings Target

- 2.1 Savings mitigations of £5.7m are fully factored into the 2020/21 budget, comprising £1.6m pay and £4.1m non-pay. A savings tracker is in place, which is closely monitored through internal governance, and reported to Police Authority Board quarterly. Pay savings will be found through workforce and vacancy management in core funded posts.

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

Table 3

Savings Tracker	Target £'000	YTD Actual £'000	Forecast £'000	Variance £'000	Risk
Transform pay savings - holding branch	860	860	860	0	G
Average salary reduction through recruitment policy	400	533	606	206	G
Overtime	350	350	350	0	G
Total pay	1,610	1,743	1,816	206	
Savings through National Policing Programmes - NEP	1,300	-	1,300	0	A
IT Transformation	20	-	10	(10)	A
Digitisation of external services	100	-	-	(100)	R
Support Services review	350	247	350	0	G
Asset Recovery	100	-	400	300	G
Commercial activity and income generation	950	-	1,253	303	G
Estate savings	1,300	-	786	(514)	R
Total non-pay	4,120	247	4,099	(21)	
Total	5,730	1,990	5,915	185	

2.3 The main risk in the savings tracker related to NEP, where there is a delay nationally in rolling out the programme. To mitigate this, a new holding branch to a value in the region of £1m has been established, containing vacant posts that may be deleted in line with the national programme roll out. The remaining £300,000 will be found from IT systems savings, e.g. a review of current systems and devices.

2.4 Due to international travel restrictions it has not been possible to deliver overseas training in accordance with the CoLP Corporate Plan. Some of the commercial projects have also been delayed due to COVID19. There is a built up of demand for international training and some training has been scheduled for January – March 2021 generating income in the region of £140,000. However, at this stage it is uncertain whether this can go ahead or not, and the position will be closely monitored throughout the year. Some training may be

delivered remotely. The government's income recovery scheme may offset shortfalls, however, there is no certainty at this stage. £152,000 has been claimed for the first four months of this financial year.

- 2.5 Online sale of CoLP memorabilia was launched in September 2020 in partnership with the New Scotland Yard online shop, and early indications look promising. Some items will be available for sale in Corporation of London gift shops from October / November, as well as via the Corporation's online shop.
- 2.6 We have successfully applied the full cost recovery model for some of our funded units (where contracts have allowed negotiations), which has partly offset the shortfall in the region of £500,000, which will be realised at the end of the financial year. Further savings may be found from probationer intakes planned in this financial year and further accommodation / procurement savings to be realised in Q3 and Q4.
- 2.7 Overall delay in the Accommodation Programme means there is a delay in the closure of Wood Street. Cost reductions are likely to be in the region of £250,000 due to savings identified for the final quarter of this financial year.
- 2.8 The items rated green indicate confirmed savings, amber items indicate a high level of confidence of achieving the savings by the end of the year and red items indicate a high level of uncertainty where it is likely that alternative savings will have to be found.
- 2.9 The aggregation or RAG rated risks are:
- Red 13%
 - Amber 22%
 - Green 65%

3 Directorate Revenue Position

- 3.1 As at the end of Q2, current projections indicate an underspend of £5.0m; Table 4 below sets out the Directorate position. This includes the £5.7m budget mitigations identified in the Savings Tracker.

Table 4

Directorates	20/21 Latest Budget £'000	Budget YTD £'000	Actual (Q2 YTD) £'000	Variance YTD £'000	Forecast £'000	Proj Variance £'000
BSD	28,585	14,293	(9,438)	(23,730)	26,318	(2,267)
Crime	11,750	5,875	5,860	(15)	10,691	(1,059)
ECD	8,681	4,341	12,839	8,498	8,571	(110)
I&I	14,527	7,264	7,285	22	14,709	182

UPD	21,355	10,678	8,887	(1,790)	19,571	(1,784)
Grand Total	84,898	42,449	25,434	(17,015)	79,859,116	(5,039)

*The variance YTD within BSD relates to the Police Pension payment received from Home Office in advance for 2020/21 (£17.5m of the budgeted £20.3m).

3.1 Business Support Directorate – **underspend of £2.3m**

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

The Directorate is currently holding 15 FTE above establishment, mainly due to Transform, Corporate Plan and PSD.

3.3. Crime Directorate – **underspend of £1.0m**

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

The Directorate is holding vacant posts of 25 FTE.

3.4. Economic Crime Directorate – **underspend of £0.1m**

A number of posts are due to be filled in the very near future, subject to vetting. Income from external funders will be matched to actual expenditure during the financial year, hence a small underspend against a high vacancy factor. So a high level of vacancies held does not mean there is a corresponding budgetary variance.

The Directorate is holding vacant posts of 38 FTE.

3.5 Information and Intelligence Directorate – **overspend of £0.2m**

Whilst the directorate is holding a number of vacant posts, the underspend is off-set by additional pressure of unfunded staffing costs in the Niche/Pronto team and within the Command Hub. These posts are part of Transform and will be reassigned to the appropriate establishment in due course. There is also an additional emerging pressure due to increased use of digital investigations, linked to remote working in the Central Authorities Bureau (CAB) team.

The Directorate is holding vacant posts of 36 FTE.

3.6 Uniformed Policing Directorate - **underspend of £1.8m**

The underspend in UPD is mainly due to vacancies. Recruitment is on-going and a number of vacancies are in the process of being filled. There is some risk to TFL Grant income, although at this stage it is assumed that the grant will be received in full. We will continue to monitor this position

The Directorate is holding vacant posts of 22 FTE.

4 Workforce

- 4.1 The pay budget constitutes 75% of the expenditure budget. The current establishment, including 67 locally agreed growth posts and 44 National Uplift, is 1,392 FTE, comprising 888 Officers and 504 staff. The actual workforce paid in September 2020 was 1,286 FTE comprising 822 Officers and 464 Staff.
- 4.2 Table 5 below sets out the actual position by month up to the end of Q2, and a forward projection by month for the rest of the financial year. It should be noted that this is only a forecast; it is particularly difficult to predict exactly when posts will be filled due to the timing and success of recruitment campaigns, probationer intake, and the vetting process. It is also difficult to predict timing of leavers, so the confidence level in the forward projections is low.
- 4.3 The position is closely monitored via the Force Strategic Workforce Planning Board, which meets monthly, and the position will be updated in the Q3 report.

Table 5 – Actual workforce numbers for Q2 and forward projections

FTE

	Month	Officers (FTE)	Staff (FTE)	Total (FTE)
Actual	Apr	768	447	1,214
	May	768	448	1,216
	Jun	778	450	1,228
	Jul	788	457	1,245
	Aug	812	464	1,276
	Sep	822	464	1,286
Forecast	Oct	837	482	1,319
	Nov	858	488	1,346
	Dec	862	492	1,354
	Jan	870	495	1,365
	Feb	875	499	1,374
	Mar	880	502	1,382

Head count

Headcount	Est	Apr	May	Jun	Jul	Aug	Sep
Officers	888	777	781	790	797	820	832

Staff	502	462	464	465	471	477	483
Total	1390	1239	1245	1255	1268	1297	1315

4.4 National Uplift

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

To date, 29 officers have been recruited to the 44 new posts.

4.5 67 Growth

Recruitment towards the 67 locally agreed growth is under way. To date, at the end of September 2020, 56 posts have been filled, 7 are currently in vetting and a further 4 will be filled in the near future.

4.6 It is difficult to monitor expenditure against the 67 local growth posts separately from the rest of the budget, however, costs to date are in the region of £2.6m which includes direct salary costs, 25% oncosts, firearms equipment and direct recruitment costs such as advertising and additional HR support. It is anticipated that the 7 at vetting stage will be in post by 31st October and the remaining 4 will be in post by 1st January. The projected underspend against the £5.4m additional funding for the 67 posts is £0.4m, which may be utilised towards repayment of the Action Fraud Loan.

5 Income

5.1 Table 6 below sets out grant and income funding totalling £64.8m. Current projections indicate a high level of confidence in receipt from all funders in the current financial year, however, there is an element of risk attached to the TfL grant.

5.2 The majority of grant income is received or accrued for at the end of year. Steps are taken to claim grant income early in the year if possible.

5.3 Current projections indicate a small number of variances against specific grants. The positive variances in (red) indicate an improved position, the negative variances in black indicate a worse position, where grant income may be lower than the budget.

Table 6

Name of Grant	Funding Provider £'000	2020/21 Budget £'000	Actual Q2 YTD £'000	Projected Outturn £'000	Projected Variance £'000	Risk Rating	Responsible Lead
Police Pensions Grant	Home Office	(23,000)	(18,397)	(23,000)	0	G	LT
Counter Terrorism Policy Grant	Home Office	(6,685)	(3,764)	(6,753)	(68)	G	GF
National Cyber Security Programme	Home Office	(6,110)	(0)	(5,999)	111	G	JVP
Action Fraud Managed Service	Home Office	(6,000)	0	(6,000)	0	G	JV
Action Fraud National Fraud Intelligence Bureau	Home Office	(4,500)	0	(4,500)	0	G	SA
Insurance Fraud Enforcement Team	Association of British Insurers	(4,123)	(830)	(3,893)	230	G	TH
Economic Crime Capability Development	Home Office	(2,850)	0	(2,850)	0	G	AN
Dedicated Cheque & Plastic Card Unit (DCPCU)	UK Payments Administration Ltd	(2,570)	(589)	(2,486)	84	G	GR
National Lead Force	Home Office	(2,500)	0	(2,500)	0	G	PS
International Property Crime Investigation Unit (PIPCU)	Intellectual Property Office	(2,053)	(450)	(2,038)	15	G	NC
Police Transport Grant	Transport for London	(1,884)	(555)	(1,884)	0	A	KT
Cyber Griffin	Corporation	(700)	0	(700)	0	G	CM
Lloyds Sponsorship	Lloyds Bank	(408)	(453)	(371)	37	G	AB
Other - International Training and Development Team	Home Office	(400)	(46)	(400)	0	A	TR
Late Night Levy	Corporation	(300)	0	(300)	0	G	JP
London Safety Camera Partnership	Transport for London	(269)	(68)	(269)	0	G	AM
Economic Crime Victim Care Unit	Mayors Office for Policing & Crime	(210)	208	(210)	0	G	PS
Tower Bridge	Corporation	(92)	(38)	(92)	0	G	AM
Regional Organised Crime Unit Coordinator	Home Office	(90)	0	(90)	0	G	JV
Volunteer Police Cadets	Cadet Contributions	(5)	(5)	(5)	(0)	G	PP
20/21 Ringfenced Police Uplift Programme (PUP)	Home Office	0	(330)	(1,200)	(1,200)	G	CB
20/21 COVID-19 Surge Funding	Home Office	0	0	(221)	(221)	G	BD

Common Police Services Contributions	College of Policing and HMICFRS	0	(63)	(45)	(45)	G	AB
Mutual Aid	Essex Police	0	(25)	(30)	(30)	G	MD
Other - Support Group	London Mayors Office	0	0	(100)	(100)	G	JM
Other - Taser Project	College of Policing	0	0	(92)	(92)	G	RW
Secondments	Cambridgeshire Constabulary	0	(16)	0	0	G	MW
Secondments	Metropolitan Police	0	(19)	0	0	G	MC
Other - Misc	Miscellaneous income	0	(56)	(66)	(66)	G	AB
Grant Total		(64,749)	(25,497)	(66,094)	(1,345)	0	

5.4 As illustrated, projected income is £1.3m above the budget, which is due to an unexpected flexibility in the ringfenced funding for the national uplift, and additional Home Office funding relating to Covid19 in enforcing the current restrictions.

5.5 The key risk areas are around the TfL grant and international training.

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

6 Capital Programme

6.1 There are two elements to the Capital Programme; the schemes approved in 2019/20 and previously, which are funded by the Corporation of London; and schemes approved through a loan facility from the corporation from 2020/21 and onward.

6.2 Progress against the Capital Programme is shown in Appendix 1. At the end of Q2, it is expected that the Programme will largely be delivered to budget, with a small underspend. However, there are a number of areas where the completion of the programme may run over into the new financial year. This has partly been caused by purchase orders being placed later than otherwise due to the Covid19 lockdown. The principal areas this may occur are; IT Modernisation, e-Discovery, GIS Upgrade, Tactical illuminations, and Lock batons. This position continues to be reviewed throughout the financial year, and will be updated in the Q3 report.

6.3 Projects that are expected to continue into future financial years are the Oracle upgrade; Custody CCTV upgrade; Body Worn Cameras, and the Airwaves project. Appendix 1 provides further detail on these.

6.4 The CoLP loan funded Capital Programme is divided into four broad areas; Fleet, IT, Equipment, and Accommodation. A brief overview is summarised in Table 7 below. The legacy capital programme, which was approved prior to 2020/21 is detailed in Appendix 1.

Table 7 - Summary of Capital Programme 2020 to 2024

CoLP Capital Programme 2020 - 24	Approved Budget	Spend to Date	Forecast 2020/21	Future years	Total Forecast	Forecast Variance
	£m	£m	£m	£m	£m	£m
IT Related	8.4	0.2	2.3	5.3	7.7	(0.7)
Equipment	0.2	0.0	0.1	0.1	0.1	0.0
Fleet	1.0	0.0	0.3	0.8	1.0	0.0
Accommodation	0.2	0.0	0.1	0.1	0.2	0.0
Total 20/24 Capital Programme	9.7	0.2	2.8	6.3	9.0	(0.7)

- 6.5 The Fleet capital budget is £0.25m per year for four years for the cyclical replacement of vehicles. The current forecast is for this year's allocation to be spent by the end of the financial year.
- 6.6 The IT programme covers a range of IT related projects. Critical to this is the IT Modernisation programme, which has a budget of £6.425m over four years. Within this budget, is expected £0.65m to be reallocated to fund the accelerated roll out of new desk top and mobile equipment, which is funded by the Corporation pre-2019/20 programme budget.

7 Accounts Payable

- 7.1 Table 8 below shows performance relating to payment of invoices within 30 or 10 days. Performance over the past 3 months is 96%, which is just below the Corporation's target of 97%.
- 7.2 Performance is improving month on month, and measures are in place to improve overall performance, including clearing backlogs. Self-service has been rolled out across the force, and the transactional team is now fully staffed with a new Transactional Manager in post, who has made significant improvements to the service.

Table 8

Month	Invoices Received	Compliant Invoices	Value of Compliant Invoices	Compliant Invoices %
Apr-20	557	523	£14,402,278	94%
May-20	510	482	£2,636,048	95%
Jun-20	506	493	£2,054,962	97%
Jul-20	666	651	£2,792,046	98%
Aug-20	538	519	£3,581,464	96%
Sep-20	616	591	£2,575,715	96%
Average to Date				96%

8 Accounts Receivable

8.1 Total debtors outstanding is shown in the Table 9 below. The position is being actively monitored.

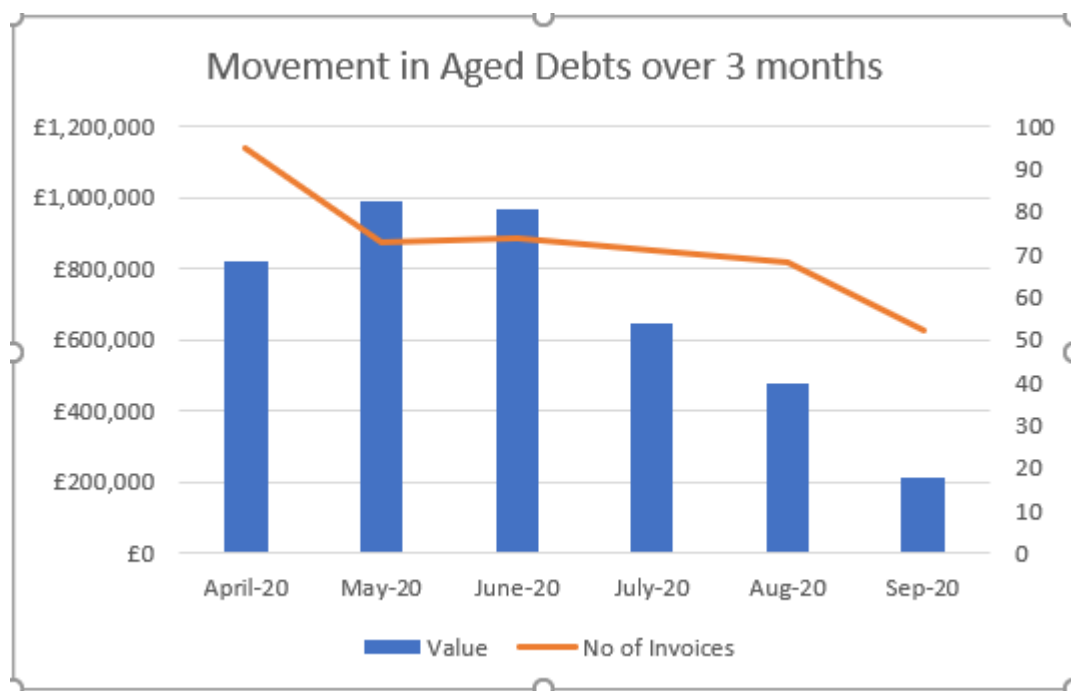
Table 9

Age	Q1		Q2		Movement	
	Count	Value	Count	Value	Count	Value
Less than 1 Month	19	£581,541	12	£88,297	-7	-£493,244
1 - 2 Months	1	£261,890	4	£34,456	3	-£227,434
2 - 3 Months	10	£2,726	1	£7,444	-9	£4,718
3 - 12 Months	36	£109,926	25	£71,634	-11	-£38,292
Over 1 year	8	£10,909	10	£12,275	2	£1,366
Total	74	£966,992	52	£214,107	-22	-£752,885

Summary of Activities

September 2020		
Summary of Movements	No	Amount £
Number of Invoices Paid	(22)	(321,130)

New Invoices Raised	19	88,297
Credit Notes Issued	(5)	(32,475)
Debts Written Off	0	0



8.2 The older debts relate mainly to training courses and payment is actively being pursued.

9 Overtime

9.1 The overall overtime budget is £2.2m; £1.6m in core funded and £0.6m in funded units.

9.2 Gross expenditure in Q2 is £1.2m, offset by a 19/20 accrual of £0.3m, resulting in net expenditure of £0.9m. There has been a significant reduction in overtime demand during the COVID pandemic, however, this might change as and when footfall in the City increases. Based on current demand, the projected outturn position is £1.8m; £0.3m under budget.

9.3 Overtime expenditure for 2018/19 was £3.2m and in 2019/20 it was £2.8m. Controls are in place and clear communication has been issued to managers and budget holders to control overtime expenditure.

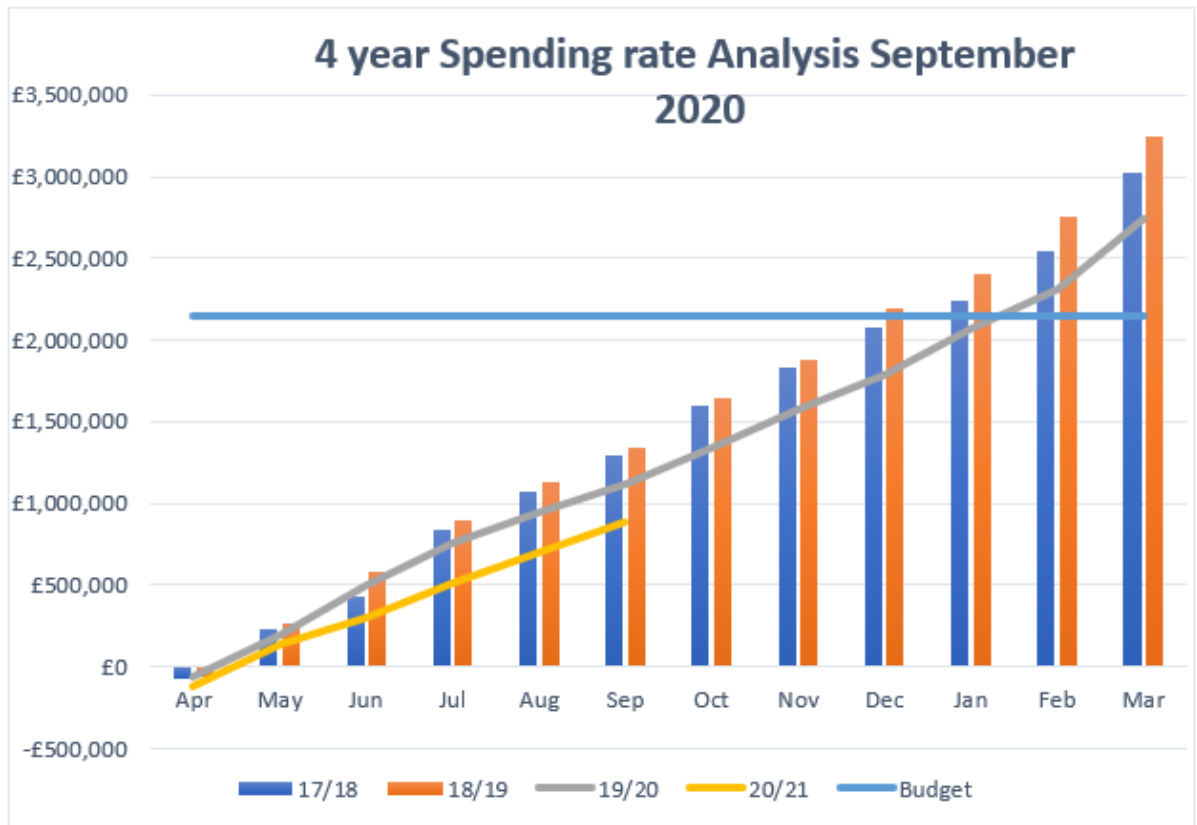
9.4 The main reasons for claiming overtime are:

- Covering for vacant posts (backfilling / Business as Usual)
- COVID19
- Black Lives Matters Protests
- Bank of England armed escorts (funded by the Bank)

- Violent Crime Operations with MET and BTP
- Op Uranium¹

9.5 The largest spending Directorate is UPD, with 48% of overall overtime. The main reasons are business as usual and backfilling which accounts for 42%. It is expected that the need for backfilling and BAU will reduce as vacancies are filled, however, it is difficult to predict requirements relating to future unknown policing requirements.

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



10 Coronavirus (COVID-19)

10.1 COVID-19 has had an impact since the start of the pandemic in mid-March 2020. In Q2, the financial impact of COVID-19 totals £0.83m, which includes on overtime (£148,000), loss of income from the Economic Crime Academy (£264,000), additional spend on IT to allow home working (£172,000), cleaning and various health and safety measures (£242,000). COVID-19 related expenditure is currently reducing month on month, and the position will be closely monitored for the rest of the financial year, and the majority of costs will be recovered from Home Office claims.

¹ Op Uranium- targeting Courier Fraud

- 10.2 The combination of monthly expenditure and loss of income is summarised in Table 10 below, showing total additional COVID related pressure of £825,751 to the end of Q2.

Table 10

	COVID-19 Spend to date £
Mar	298,378
April	139,708
May	95,295
June	97,463
July	8,646
August	54,330
September	131,931
Total	825,751

- 10.3 Police Forces in the UK were provided with an additional Home Office ring-fenced grant as an incentive towards speedy recruitment towards the Year 1 National Uplift. The CoLP ring-fenced grant allocation for 2020/21 was £1.2m.
- 10.4 Whilst recruitment towards the 20,000 national officer uplift remains a top priority for the Government, forces were encouraged to continue using the ring-fenced grant for this purpose. However, a degree of flexibility has been allowed to claim 50% of this allocation towards losses incurred due to COVID-19 disruption up to the end of September 2020. CoLP has claimed £0.33m against COVID-19 related expenditure of £0.8m to date.

11 Use of Reserves

- 11.1 The Police reserves position is summarised in Table 11 below

Table 11

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

- 11.2 Unusual for a Police Force, CoLP does not currently hold any general reserves as the Corporation of London is in effect acting as a guarantor. These

arrangements are under review, and subject to a separate report on the Police Authority.

- 11.3 The Proceeds of Crime Act (POCA) reserve relates to the National Asset Recovery Incentivisation Scheme (ARIS), where relevant agencies get back a proportion of what they recover. This is an unusual arrangement requiring the ongoing agreement of the Home Office. Although the use of ARIS allocations is a matter for each agency, there is an expectation that such funds are used to improve performance on asset recovery and to fund local crime fighting priorities for the benefit of the community in the following categories:
- Asset Recovery Work
 - Crime Reduction projects
 - Community Projects
 - Miscellaneous expenditure
- 11.4 Expenditure is subject to an annual audit, and there is an expectation that all ARIS funds are completely utilised in-year. CoLP's POCA reserve relates to unspent balances built up over a number of years, over and above the annual £0.5m estimated receipts which is built into the base budget.
- 11.5 The opening balance at the start of the financial year was £1.4m. Expenditure from the POCA reserve is subject to a bidding process via the Strategic Finance Board, where bids are assessed against the categories set out above. The reserve is not utilised for projects that require ongoing revenue funding such as the establishment of new posts or new IT systems which attract ongoing revenue costs. Due to the nature and the audit requirements relating to ARIS funds, the POCA reserve should not be viewed as a general reserve to be used to support the revenue budget. Doing so might compromise future arrangements with the Home Office.
- 11.6 It is anticipated that the Action Fraud Reserve will be fully utilised over the next two years to fund the £4.1m additional costs of the new Fraud and Cyber Crime Reporting project. This is an increase of £0.3m from that previously reported due to the procurement costs, licence fees and system enhancement costs.

12 Risk Management

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

Risk	Impact	Mitigation
COVID19	Overtime / Increased crime / delays in recruitment / holding high level of vacancies / sickness absence	Government funding is available to off-set some costs, £0.3m has been claimed to date
Loss of Grants and Income	TfL Grant – 2 quarters = £1.0m International training - £0.4m Economic Crime Academy - £0.6m CT Grant may be at risk for future years	Two quarters received, assume receipt of Q3 and Q4 at this stage Government income recovery scheme – application made for 4 months @ £150,000, total claim for the year may increase to £450,000
Action Fraud	Outcome of dispute / additional costs / insufficient budget underspend to cover all costs	Work in progress, it is anticipated that costs can be covered within existing budgets
Major incidents	Early engagement with the Home Office to ensure opportunities for cost recovery are maximised.	No issues to mitigate
Crime Performance / Safety issues	All such issues will be reported to Members	No issues to mitigate
Vacancy factor	The vacancy factor is reviewed and revised throughout the year. All recruitment is approved by the Strategic Workforce Planning.	An ambitious recruitment programme is underway, and it is anticipated that we will be at full establishment by the end of the 2020/21 financial year.
Overtime budget	Enhanced controls have been introduced to manage the overtime budget	Overtime is currently contained within the reduced budget
Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, currently £1.5m for Officers and £0.09m for staff,	No issues to mitigate

	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 may increase whilst holding a high level of vacancies	Agency costs are currently contained within the budget
Further cost pressures for Action Fraud	Under review and close scrutiny, as covered within the body of the report	
Capital Programme progress and potential slippage	The Capital Programme is monitored throughout the year, capital recharges undertaken in a timely manner.	Progress to date has been slow, a further update will be available in the Q3 report
Events policing	Finance Business Partners will work closely with services to ensure chargeable events policing is captured in a timely manner and recharged accordingly.	No issues to mitigate
Vehicle fleet management	A Strategic Fleet Management Group chaired by the Assistant Commissioner has been re-established and is monitoring Financial risk around replacement spend.	No issues to mitigate

Appendix 1

The position for capital schemes in shown below.

CoLP Capital Programme 2020-24	Progress	Approved Budget £'000	Prior Year spend £'000	Qt 1 Spend £'000	Qt 2 £'000	Qt 3 £'000	Qt 4 £'000	Forecast 2020/21 £'000	Future years £'000	Total £'000	Variance £'000
IT Related											
PowerBI self-service data analytics tool	Purchase orders awaiting approval. Risk of slippage in to the 2021/22 Financial Year	84	-	-	0.0	0.0	84.0	84.0	0.0	84.0	0.0
NHS Custody link	Purchase orders awaiting approval. Risk of slippage in to the 2021/22 Financial Year	30	-	-	0.0	15.0	15.0	30.0	0.0	30.0	0.0
Chronicle system – PIP module	Purchased Order approved and spend is expected by the end of this financial year	40	-	-	0.0	40.0	0.0	40.0	0.0	40.0	0.0

CoLP Capital Programme 2020-24	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
E Discovery tool	First Gateway Report for investigative work approved, £15k budget allocated so far. PAB 22/6; Project Sub 25/6	300	-	-	0.0	15.0	285.0	300.0	0.0	300.0	0.0
IT Modernisation	Three year Programme, as Projects are brought onboard, they will be shown individually - there is no overall Programme manager for forecasting.	6,425	-	-	1.6	0.0	998.4	1,000.0	4,750.0	5,750.0	(675.0)
Oracle 12.2 platform upgrade	Orders placed, progressing alongside the HRi integrated project. The majority of the work is expected to be complete by the end of the 2020/21 financial year, with the remainder likely to be in 2021/22 and a small amount in the following year	408	-	-	149.7	0.0	154.3	304.0	104.4	408.4	0.0

CoLP Capital Programme 2020-24	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Custody CCTV Upgrade	Gateway 2 Report to be considered in November 2020 for orders of £140k .	176	-	-	0.0	0.0	140.0	140.0	36.0	176.0	0.0
AV Refresh	Covid 19 working situation has enabled a rethink of how best to do this	136	-	-	0.0	0.0	135.5	135.5	0.0	135.5	0.0
GIS Upgrade	Preparatory work is being undertaken	150	-	-	0.0	0.0	150.0	150.0	0.0	150.0	0.0
Covert Camera System	Currently with Procurement, obtaining quotes for required work	155	-	-	0.0	0.0	155.0	155.0	0.0	155.0	0.0
Body Worn Camera	Gateway Report for investigative work approved, £15k budget allocated so far. PAB 22/6; Project Sub 25/6. Orders are expected to be placed in 2021/22 financial year	459	-	-	1.6	0.0	0.0	1.6	457.8	459.4	0.0

CoLP Capital Programme 2020-24	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Equipment											
Tactical Illuminators	Initial purchases were made in 19/20 as a matter of urgency, this now moved to future years	76	0	0	0	0	0	0	76	76	0
Positive Lock Baton	Investigatory work on requirements being undertaken. Purchase orders are expected in Q3 depending on approval.	68	0	0	0	0	68	68	0	68	0
Fleet		0	0	0	0	0	0	0	0	0	0
Vehicle Fleet Replacement Project	£250,000 pa – to enable vehicles to be replaced which do not meet the criteria for the use of the £1.8m budget which is to enable non ULEZ compliant vehicles to be replaced with ULEZ compliant vehicles.	1,000	0	0	0	0	250	250	750	1,000	0

CoLP Capital Programme 2020-24	Progress	Approved Budget £'000	Prior Year spend £'000	Qt 1 Spend £'000	Qt 2 £'000	Qt 3 £'000	Qt 4 £'000	Forecast 2020/21 £'000	Future years £'000	Total £'000	Variance £'000
Accommodation											
Essential estate / security upgrades	£100k has been provisionally allocated in 20/21 – costs of CCTV and Armoury move are being reviewed	185	0	0	15	75	10	100	85	185	0
Total 20/24 Capital Programme		9,692	0.0	0.0	169.7	145.0	2,443.2	2,757.9	6,259.2	9,017.1	(675.0)

Pre 2020/21 Capital Programme	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Airwaves	To date gateway process has allocated £215k. A Gateway 5 report is in preparation and orders expected following approval	1,250.0	25.2	0.0	142.0	878.7		1,020.7	204.1	1,250.0	0.0
Digital Interview Recording System	£375k Project is progressing, £254k has been allocated through the gateway process.	375.0	0.0	0.0	0.0	250.0	125.0	375.0	0.0	375.0	0.0
HR integrated	Project is progressing, it has now been combined with the oracle upgrade project approved in 20/21	425.5	259.4	0.4	16.2	84.4	64.5	165.5	0.6	425.4	(0.0)

Pre 2020/21 Capital Programme	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fleet	* £1.8mill plus £0.1m. A budget has been released for £391k purchases. CoLP have prepared a vehicle replacement plan to for the remaining non ULEZ compliant vehicles to be submitted through the CoL approval process.	1,908.8	12.9	0.0	159.0	216.3	1,520.6	1,895.9	(0.0)	1,908.8	(0.0)
Ring of Steel	The programme is practically complete and the closure report will be prepared and submitted.	2,898.9	2,566.8	2.9	18.8	0.0	310.5	332.1	0.0	2,898.9	0.0
Emergency Services Mobile Communications Programme (ESMCP)	This relates to preparatory work in readiness for the delayed National Programme – further work is required and the	1,821.4	1,430.5	0.0	13.4	8.2	369.3	390.8	0.0	1,821.4	0.0

	budget will be spent.										
Pre 2020/21 Capital Programme	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Accommodation - Decant and preparation for Fleet House and other changes to Police Accommodation	Progress and spend is reported to Capital Buildings Committee.	13,907.6	8,251.6	155.9	0.0	389.5	3,609.5	4,154.9	1,269.0	13,675.5	(232.1)
IT Modernisation/Telephony etc.	CoL IT managed projects	6,328.6	2,015.8	1,045.9	1,363.6	0.0	2,578.4	4,987.9	(0.0)	7,003.6	675.0
Total Pre 20/21 Cap Prog		28,915.8	14,562.3	1,205.0	1,713.0	1,827.1	8,577.7	13,322.8	1,473.6	29,358.7	442.8
Total Capital		38,608.0	14,562.3	1,205.0	1,882.6	1,972.1	11,020.9	16,080.7	7,732.8	38,375.8	(232.1)

Pre 2020/21 Capital Programme	Progress	Approved Budget	Prior Year spend	Qt 1 Spend	Qt 2	Qt 3	Qt 4	Forecast 2020/21	Future years	Total	Variance
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Funding Not identified											
Emergency Services Mobile Communications Programme (ESMCP) - Future years requirement		6,483	0	0	0	0	0	0	6,483	6,483	0

Committee:	Dated:
City of London Police Authority Board	16/12/2020
City of London Joint Health and Wellbeing Strategy refresh – update and engagement	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, and 4 5 and 8 9, 11 and 12
Report of: Andrew Carter, Director of Community and Children’s Services	For Information
Report author: Zoe Dhami, Strategy Officer	

Summary

The City of London Joint Health and Wellbeing Strategy (JHWBS) must be refreshed for 2021–24. The JHWBS reviews the needs of our population and reflects the priorities set by the Health and Wellbeing Board for that strategic period. The JHWBS is of particular importance as its priorities span all City of London Corporation departments, the voluntary and community sector (VCS), and the Integrated Care Partnership. This includes the work of the City of London Police (CoLP).

This report will update Members on the work undertaken to date on developing this strategy, and invites recommendations on engagement.

Recommendations

Members are:

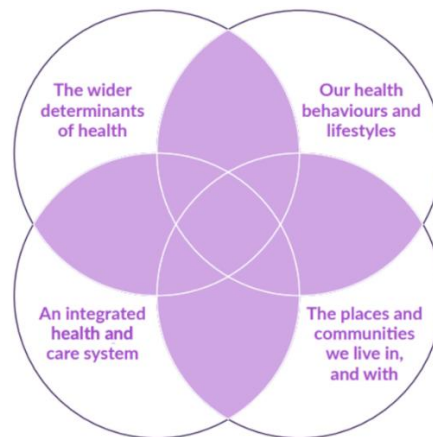
- asked to note the progress made on developing the 2021–24 JHWBS
- invited to provide any recommendations on engagement in establishing the JHWBS priorities.

Main Report

Background

1. The unequal distribution of population health outcomes is driven by a complex interaction of individual, community and structural factors. Tackling health inequalities and improving population health requires action at multiple levels and across all sections of society. This means addressing all four ‘pillars’ of a population health system, as described by the King’s Fund (see Figure 1 below).

Figure 1: King's Fund Population Health Framework¹



2. An effective, integrated health and care system is key to meeting population health needs and tackling inequalities, but is insufficient on its own. The biggest drivers of population health outcomes are linked to social, economic and environmental conditions (income, employment, education, housing, transport, and so on). Structural inequalities linked to these 'wider determinants' make the most significant contribution to health inequalities – as has been illustrated by the current pandemic.
3. As well as health behaviours (including smoking, physical activity, diet and alcohol), which themselves are socially patterned, this framework also emphasises the importance of 'place' – our neighbourhoods and communities – as key drivers of health and wellbeing at an individual and population level. Therefore, working with and drawing on the assets within our local communities must be central to our response to tackling health inequalities.
4. In September 2020, the Health and Wellbeing Board (HWBB) endorsed the recommendation to use the King's Fund population health framework to support co-ordinated local action to tackle health inequalities, and to guide the development of the JHWBS. Further, it was endorsed that a 'health in all policies' approach should be adopted to help inform the priorities for the 2021–24 JHWBS. Please see Appendix 1 for the full report.
5. An engagement session was held with the Health and Wellbeing Board on 10 November 2020, which included attendance from the City of London Police. The outcomes from the session were:

¹ Buck et al (2018), [A vision for population health: towards a healthier future](#), King's Fund

- agreement to extend and align the sign-off date with Hackney's JHWBS development (November 2021)
- agreement to co-ordinate and work with Hackney on engagement and key areas of crossover between the two JHWB strategies
- consensus that engagement for the strategy must be far-reaching, ensuring that methods are used to engage with hard-to-reach groups.

Current Position

6. Development of the JHWBS is currently in the research and engagement phase.

Research

7. A data synthesis has been compiled using local and national data to highlight the gaps in our current knowledge of stakeholders. There are several hard-to-reach groups, including:
 - East City of London residents (which inevitably includes residents registered at Tower Hamlets GP practices)
 - hidden workforce
 - unpaid carers (both adult and child)
 - children living in poverty.
8. Further work will be undertaken to map all existing strategies and formalise how these will contribute to the JHWBS priorities.
9. Existing strategies, services, assets and information gathered through the data synthesis and engagement will be mapped against the four pillars of the population health framework. It is anticipated that priority actions will evolve from areas of overlap in the Venn diagram (see Figure 1).

Engagement

10. A coherent and comprehensive engagement plan is being developed. The intention is to approach the VCS (groups that the City Corporation currently works with as well as new groups) to engage with hard-to-reach groups on behalf of the City Corporation. The advantage of this approach is the existing relationship between the VCS and the target group. A review has been completed on charities registered within the City of London to understand if their work is conducted within the Square Mile and with whom. It is hoped that this review can open further avenues of engagement.
11. A series of engagement sessions are being planned with the City of London VCS. This will provide an opportunity to identify VCS to undertake engagement on our behalf. Those identified will then attend an engagement preparation workshop. Engagement packs will be put together for each target group to assist third parties undertaking engagement on behalf of the City Corporation and ensure continuity. This method will also be used with any Service team frontline staff.

12. A City of London Engagement Framework has been developed to set out clear guidance on the approach and principles to be undertaken when engaging with residents, workers and service users. Please see Appendix 2.

Engagement during COVID-19

13. It is acknowledged that consultation during the pandemic may limit the amount of face-to-face engagement that is undertaken. Surveys will be sent out through traditional City Corporation communication channels, and internal engagement can be conducted through Microsoft Teams, Zoom, or Google Meet.
14. Throughout COVID-19, our frontline staff and VCS have maintained contact with their clients. We will rely on these existing methods, in line with national guidance on safe interaction, to proceed with our engagement plan.
15. For example, discussions with the company 'Clean for Good' on how to engage with their workforce has already provided new engagement methods for the City Corporation. This includes utilising the widely used WhatsApp communication app.

17. The main issues highlighted at present are to ensure that:

- we do not create a digital divide, but present many methods to speak with our public
- our public do not get 'consultation fatigue'.

To mitigate these issues, we will be working with a wide range of organisations, such as Healthwatch, and working across Service teams to co-ordinate any other planned engagement. The City Corporation will also benefit from the Hackney Communications Team that will support the engagement plan.

Oversight Structure

18. The development of the JHWBS will have strategic oversight from the City and Hackney Health Inequalities Steering Group. The Health and Wellbeing Advisory Group will act as Task and Finish Group. It is anticipated that both the City Corporation and Hackney Task and Finish Groups will be meeting and working together.

Next steps

19. A workshop is being planned for the beginning of 2021 for both the Hackney and the City of London Health and Wellbeing Boards. This workshop will focus on mapping both City and Hackney's assets, services and research to date against the four pillars of the population health framework (Figure 1).

The outcomes of this discussion will highlight who we need to engage with using the 'Ladder of Engagement and Participation' approach (Figure 2).

Figure 2: The 'Ladder of Engagement and Participation'



Corporate & Strategic Implications

19. The JHWBS aligns with and will support the following outcomes of the Corporate Plan:

Contribute to a flourishing society

1. People are safe and feel safe
2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and reach their full potential
4. Communities are cohesive and have the facilities they need

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible
8. We have access to the skills and talent we need

Shape outstanding environments

9. We are digitally and physically well-connected and responsive
11. We have clean air, land and water and a thriving and sustainable natural environment
12. Our spaces are secure, resilient and well-maintained.

Equalities implications

20. The JHWBS will be developed through an explicit inequalities lens – to ensure that sufficient focus is placed on inequalities that have deepened as a result of COVID-19 (for example, linked to ethnicity and deprivation), and that our plans are broadened to directly address the needs of vulnerable groups that have not been prioritised previously (such as people living in insecure, overcrowded accommodation who are at increased risk of infection and may have limited access to services).
21. The JHWBS will have strategic support from the City and Hackney Health Inequalities Steering Group and an Equalities Impact Assessment will be undertaken.

Conclusion

22. The JHWBS is an important piece of work for the City Corporation. As part of the Health and Social Care Act 2012, the City Corporation is responsible for promoting the wellbeing of all the people who live or work in the City of London. As the determinants of people's health lie largely outside the healthcare system, it is the social, physical and economic policies that can have a substantial impact on health. Developing the strategy within a 'health in all policies' approach requires system-wide action, with a specific focus on actions in the areas of overlap and intersection of the four 'pillars' – where the greatest opportunities to reduce underlying health inequalities are expected.
23. Engagement must be undertaken across all City Corporation departments to understand the impact of our work on our population health. Such engagement will aid the Health and Wellbeing Board in setting the right strategic priorities for 2021–24.
24. Members are asked to note the progress made in developing the JHWBS and are invited to provide any recommendations on ensuring our engagement is comprehensive.

Appendices

- Appendix 1 – Health and Wellbeing Board Report – population health framework
- Appendix 2 – City of London Engagement Framework

Zoe Dhami

Strategy Officer, Department of Community and Children's Services

E: Zoe.Dhami@cityoflondon.gov.uk

Committee:	Dated:
Health and Wellbeing Board	18 th September 2020
Population Health Framework and Joint Health and Wellbeing Strategy	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Decision
Report author: Jayne Taylor, Consultant in Public Health Dr Sandra Husbands, Director of Public Health Zoe Dhami, Strategy Officer	

Summary

This report proposes a population health framework to support coordinated local action to tackle health inequalities and to guide the development of a new Joint Health and Wellbeing Strategy for the City of London (JHWB Strategy).

The impacts of COVID-19 on population health are clearly reinforcing long-standing inequalities, both locally and nationally. The breadth and depth of these impacts requires collective and sustained partnership action. The Health and Wellbeing Board has a central role to play in setting the strategic direction for this work.

Recommendations

Members are asked to:

- endorse the use of a population health framework to refocus the work of the Health and Wellbeing Board and develop a new Joint Health and Wellbeing Strategy for the City of London
- endorse the next step recommended actions to progress this work:
 - The Board to provide strategic oversight of actions to tackle health inequalities in the City of London, ensuring coordinated activity across all four 'pillars' of the local population health system (i.e. the wider/socio-economic determinants of health, health behaviours, places and communities, and an integrated health and care system).
 - Re-engagement with and reinforcement of the 'health in all policies' approach, to refocus the Board's agenda on addressing the wider

determinants of health and underlying causes of health inequalities, so that it complements (rather than duplicates) the work of the Integrated Commissioning Board.

- Use a population health framework to co-produce a new Health and Wellbeing Strategy, building on existing assets and resident engagement/involvement mechanisms.
- The Board to support the 'health in all policies' approach, by requiring all strategies and policies to contribute toward the JHWB Strategy outcomes, as the 'lead' strategy

Main Report

Background

1. The unprecedented impacts, direct and indirect, of COVID-19 on population health are clearly reinforcing and exacerbating long-standing health inequalities, both nationally and locally.^{1,2,3,4}
2. The *direct* health impacts of COVID-19 disease are disproportionately affecting certain minority ethnic groups, older people, men, people with underlying health conditions, care home residents and staff, those working in public facing occupations, as well as individuals and families living in socially deprived circumstances. Untangling the contribution of these various overlapping risk factors is complex, but it is clear that underlying structural inequalities are playing a role.
3. The *indirect* health impacts of lockdown and social distancing, and the longer-term economic consequences of the pandemic, will continue to affect some of our most vulnerable residents and communities for a long time to come - including many of those described above, as well as carers, certain faith communities, people with disabilities and those with no recourse to public funds. While men are at greater risk of the direct health impacts of COVID-19, there is evidence to suggest that women are over-represented in some occupations considered most at risk of being infected with coronavirus; women are also more likely have been furloughed or made redundant during the lockdown, and to be suffering emotional impact from the pandemic.

¹ [Disparities in the risk and outcomes of COVID-19](#), PHE (June 2020)

² [Beyond the data: understanding the impact of COVID-19 on BAME groups](#), PHE (June 2020)

³ [Are some ethnic groups more vulnerable to COVID-19 than others?](#), IFS (May 2020)

⁴ [Suspected COVID-19 in primary care: how GP records contribute to understanding differences in prevalence by ethnicity](#), QMU/King's College London (May 2020)

4. The breadth and depth of these impacts emphasises the need for collective, system-wide action to address health inequalities that have been starkly exposed by the current pandemic. COVID-19 could be the catalyst for real change, and refreshing the JHWB Strategy at this moment gives the Board a unique opportunity to set a clear future strategic direction to achieve this.

Current Position

Responding to the challenge

5. The current pandemic has added an urgency to our local response to health inequalities. Because of the scale, breadth and uncertainty of the impact of COVID-19, we need to plan our response over three time horizons.

Immediate priorities

6. An absolute priority in our ongoing response to the pandemic and in getting services back up and running must be to ensure that:
 - a. we are not exacerbating existing inequalities
 - i. one example is the work being led by the Corporation on digital inclusion
 - ii. another is the work being done to improve the health of the “hidden workforce”
 - iii. or the equalities ‘checklist’ that is being developed to support the local NHS phase 2 assurance process
 - b. we are proactively targeting those who have been most disadvantaged by the pandemic and developing plans to reduce the unequal impact of any second peak, examples include:
 - i. targeted work, with voluntary sector partners, to prevent the spread of infection in vulnerable communities as part of local outbreak control plans, and
 - ii. action being taken to protect staff working in high risk roles.

Refreshing our current plans

7. Work is also needed to review, refresh and re-prioritise our pre-existing strategic plans through an explicit inequalities lens - both to ensure sufficient focus is placed on inequalities that have deepened as a result of COVID-19 (e.g. linked to ethnicity and deprivation) and that our plans are broadened to directly address the needs of vulnerable groups which have not been prioritised previously (e.g. people living in insecure, overcrowded accommodation, who are at increased risk of infection and may have limited access to services).

8. Much of this work is already underway, including the work being undertaken by the City Corporation to review existing priorities as part of its recovery plans, as well as the development of an inequalities framework to inform the ongoing development of City and Hackney's integrated care plans.

Next Steps

Longer-term strategic priorities

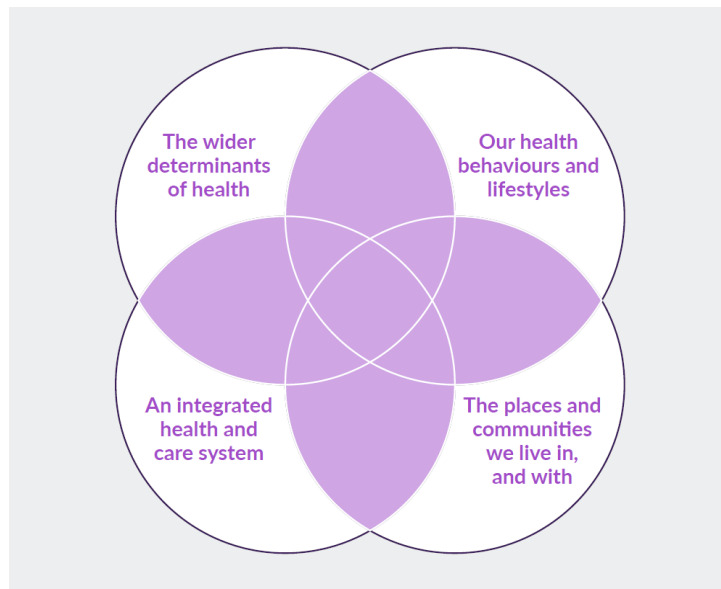
9. Ultimately, what is needed is a coordinated and comprehensive strategy to meet the challenges posed by COVID-19. The wide-ranging impacts of the pandemic emphasise more than ever the need for sustained system-wide action to tackle the underlying causes of long-standing health inequalities in the City of London, going far beyond the health and care sector and working in partnership with our local communities.

The role of the Health and Wellbeing Board

10. There is a clear role for the Health and Wellbeing Board to lead the development of a shared strategic framework and coordinate the local response to tackling health inequalities. This requires a broad view of the multiple drivers of population health, but what does this mean in practice?
11. The unequal distribution of population health outcomes is driven by a complex interaction of individual, community and structural factors. Tackling health inequalities and improving population health require action at multiple levels and across all sections of society. This means addressing all four 'pillars' of a population health system, as described by the King's Fund (see figure 1 below).

Figure 1: King's Fund Population Health Framework⁵

⁵ Buck et al (2018), [A vision for population health: towards a healthier future](#), King's Fund



12. An effective, integrated health and care system is key to meeting population health needs and tackling inequalities, but is insufficient on its own. The biggest drivers of population health outcomes are linked to social, economic and environmental conditions (income, employment, education, housing, transport, etc), and it is structural inequalities linked to these 'wider determinants' that make the most significant contribution to health inequalities - as has been laid bare by the current pandemic.
13. As well as health behaviours (including smoking, physical activity, diet and alcohol), which themselves are socially patterned, this framework also emphasises the importance of 'place' - the neighbourhoods and communities in which we live - as being key drivers of health and wellbeing at an individual and population level. Working with and drawing on the assets within our local communities must therefore be central to our response to tackling health inequalities.
14. Adopting a 'health in all policies' approach implies a clear strategic role for the Board in coordinating system-wide action, with a specific focus on actions in the areas of overlap and intersection of the four 'pillars' - where the greatest opportunities to reduce underlying health inequalities are expected. For example, this may include housing developments which promote social inclusion and encourage physical activity for all, as well as local authorities and NHS trusts using their anchor institution status to contribute to improvements in the economic and environmental determinants of health (through common employment and sustainable procurement policies, amongst other things).
15. The whole-system, asset-based approach suggested by this population health framework is consistent with the strong emphasis on tackling inequalities at

the heart of the City Corporation's recovery plans. It is also in line with the approach being taken by the City and Hackney Integrated Commissioning Board, which endorsed a proposal to adopt a population health framework to guide future strategy and delivery plans in July 2020. Aligning the City of London JHWB Strategy with these wider strategic aims will maximise the opportunities for tackling the underlying drivers of health inequalities across and beyond the Square Mile.

16. By tasking strategies and policy proposals to evidence how they directly support the JHWB Strategy outcomes it can foster a health in all policies approach across the City Corporation.

Corporate & Strategic Implications

17. A population health approach that embeds health in all policies will directly support the achievement of the following outcomes set out the City Corporation's Corporate Plan 2018-23:

- 1 People are safe and feel safe.

- 2 People enjoy good health and wellbeing.

- 3 People have equal opportunities to enrich their lives and reach their full potential.

- 4 Communities are cohesive and have the facilities they need.

- 5 Businesses are trusted and socially and environmentally responsible.

- 8 We have access to the skills and talent we need.

9. We are digitally and physically well-connected and responsive

- 11 We have clean air, land and water and a thriving and sustainable natural environment.

- 12 Our spaces are secure, resilient and well-maintained.

Conclusion

18. As part of the Health and Social Care Act 2012, The City Corporation is responsible for promoting the wellbeing of all the people who live or work in the City of London. As the determinants of people's health lie largely outside the healthcare system, social, physical and economic policies can have a substantial impact upon health. Adopting a 'health in all policies' approach implies a clear strategic role for the Board in coordinating system-wide action, with a specific focus on actions in the areas of overlap and intersection of the four 'pillars' - where the greatest opportunities to reduce underlying health inequalities are expected.

19. This report asks Members to endorse the use of a population health framework and the recommended next steps.

Appendices

- None

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City of London Joint Health and Wellbeing Strategy Engagement Framework 2020-21

Introduction

The City of London Corporation seeks to make co-production common place in strategy and service development. However, co-production has many definitions. Use of the term without clarity on what it ‘means’ for public engagement can cause confusion at best, and resentment at worst.

The aim of the City of London Joint Health and Wellbeing Strategy Engagement Framework (‘Framework’) is to provide guidance on how the City of London Corporation can engage its local community to shape the strategy in a meaningful way. The Framework sets out:

- The approach the City Corporation will adopt
- Principles that will guide all engagement
- How the approach will be put into practice
- Next steps

Our approach

There are many definitions of co-production, as the approach is still developing and changing. However, all definitions agree that co-production includes service users, citizens and professionals coming together to influence decisions.

The definition the City Corporation will follow is from the Care Act 2014:

“when groups of people get together to influence the way that services are designed, commissioned and delivered”¹.

There are several stages of co-production, or public participation. To ensure both clarity and transparency in how the public will be engaged with the strategy, the City Corporation will use the International Association for Public Participation (IAP2) spectrum². The IAP2 is an international model that provides a framework on how government can effectively engage the community in decision-making processes. In developing this strategy, the City Corporation will ‘consult’ and ‘involve’ the public. It is acknowledged that due to time restrictions and Covid-19 it is not possible for the City Corporation to engage at either the ‘collaborate’ or ‘empower’ end of the spectrum.

¹ <https://www.thinklocalactpersonal.org.uk/co-production-in-commissioning-tool/co-production/In-more-detail/what-is-co-production/>

However, the public’s advice and recommendations will be required for shaping and developing services. Therefore, the intention is to ‘collaborate’ and ‘empower’ the public in how the strategy is put into *action*. This distinction will be made clear throughout the engagement process. See Table 1 below for definitions.

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

TABLE 1: INTERNATIONAL ASSOCIATION FOR PUBLIC PARTICIPATION (IAP2) SPECTRUM

Our principles

A set of principles have been established to guide the engagement approach.

1. We will always be clear on the **purpose** of any engagement.
2. We will always be **transparent** about what can, and what cannot, be achieved.
3. We will take all available measures to **include and engage** all representative communities.
4. It is our **responsibility** to engage diverse and hard to reach groups.
5. We will work in **partnership** with other stakeholders and organisations to coordinate activity and avoid over-engagement.

Putting the approach into practice

Data – what do we already know?

Using the updated City of London JSNA, Public Health Profile, any recent surveys undertaken and national research a synthesis will be provided of:

- Cohorts/groups/communities
- Inequalities across demographics
- Health and wellbeing issues across demographics
- Gaps in the data

This piece of work will both help us develop questions for the public and set out the emerging priorities of the strategy.

Communication Channels

The Department for Community and Children's Services Communication team has provided a list of channels across all services that are used to communicate with the public. Work has been undertaken to map what groups are covered within these existing channels and what the gaps are.

Engagement methods

The first step will be to send a survey out to our existing communication channels. The survey will test the emerging priority areas with the public, seeking to fill in the gaps in our knowledge and understand how the Square Mile can be improved for our communities.

There are known limitations with this method of engagement. It is unlikely that the survey alone will provide a representative sample of the City of London population. It will be one method of engagement used.

Increase participation

Related stakeholders will be key to our engagement work in not only providing their experience of working with target groups but also in sharing their networks of people. Mapping work has already been undertaken of the City of London voluntary sector. We will work with chosen VCS organisation's that will help us target the hard to reach. Groups that are particularly underrepresented include older males, carers, LGBT members, BAME members and those with a disability or illness.

An engagement tool kit will be developed for stakeholders to use with their service users. Throughout the engagement period we will be reviewing how successfully underrepresented groups are being reached and make changes to the engagement approach as needed.

By addressing the reasons why people do not participate we can increase our reach with the public. Reasons for not participating include:

- Lack of interest in the issues.
- Lack of information and understanding of the issues.
- Perception that their input is not valued or will not make a difference.
- Lack of follow up or feedback previously provided for other or same issues.
- Not understanding how their contribution may have been used in the past on other or same issues.
- Engagement methods that are intimidating or inappropriate.
- Language or cultural barriers.
- Accessibility barriers – digital, venue (type of access/geographical location), time, holiday.

For some of the Square Mile's marginalised groups, for example rough sleepers, it may be necessary to finance an experienced third party to undertake engagement.

Other engagement methods

Below are examples of IAP2 engagement methods for 'consult' and 'involve'. Whilst not all these methods will be practical, they can form a basis for discussion with stakeholders on what different community groups may respond best to. For example, existing public meetings can be utilised where people are in surroundings they find comfortable. Interviews could take place with people the service users are already familiar with.

Examples of IAP2 consultation methods:

- Workshops
- Forums
- Focus groups
- Public meetings
- Online or paper surveys
- Public comment/displays
- Discussion groups
- Interviews
- Invitation for submissions
- Listening posts
- Road shows
- Ideas boards
- Citizen's panels
- Open day
- Market research

Examples of IAP2 involvement methods:

- Reference groups
- Advisory group
- Peer to peer research
- Workshop series

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