



City of London Police Authority Board

Date: THURSDAY, 25 MARCH 2021
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/0uqycsLlumE>

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
16 April 2021, 10am
20 April 2021, 10am
18 May 2021, 9am
22 June 2021, 9am
29 July 2021, 10am
23 September 2021, 9am

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
 - a) **City of London Police Authority Board**
To agree the public minutes and non-public summary of the City of London Police Authority Board meeting held on 17 February 2021.

For Decision
(Pages 1 - 10)
 - b) **Economic Crime Committee**
To receive the draft public minutes and non-public summary of the Economic Crime Committee meeting held on 3 February 2021.

For Information
(Pages 11 - 16)
 - c) **Professional Standards & Integrity Committee**
To receive the draft public minutes and non-public summary of the Professional Standards & Integrity Committee meeting held on 5 February 2021.

For Information
(Pages 17 - 24)
4. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 25 - 28)
5. **CHAIR'S PUBLIC UPDATE**
The Chair to be heard.

For Information
(Verbal Report)

6. **COMMISSIONER'S PUBLIC UPDATE**
The Commissioner and Chief Officers to be heard.
- For Information**
(Verbal Report)
7. **NATIONAL LEAD FORCE**
The Commissioner and Chief Officers to be heard.
- For Information**
(Verbal Report)
8. **UPDATED CITY OF LONDON POLICE REVENUE BUDGET 2021/22**
Report of the Commissioner.
- For Decision**
(Pages 29 - 44)
9. **DRAFT REVISED POLICING PLAN 2020-23**
Report of the Commissioner.
- For Decision**
(Pages 45 - 74)
10. **DIVERSITY AND INCLUSION STATEMENT**
Report of the Town Clerk.
- For Decision**
(To Follow)
11. **COMMUNICATIONS AND ENGAGEMENT STRATEGY**
Report of the Commissioner.
- NB – to be read in conjunction with a non-public appendix.*
- For Information**
(Pages 75 - 88)
12. **GOVERNANCE DOCUMENTS**
The Town Clerk to be heard.
- a) **City of London Police Authority Board Chair - Role Profile**
- For Decision**
(Pages 89 - 90)
- b) **City of London Police Authority Board Deputy Chair - Role Profile**
- For Decision**
(Pages 91 - 92)

- c) **City of London Police Authority Board Committee Chair - Role Profile**
For Decision
(Pages 93 - 94)
- d) **City of London Police Authority Board Member - Role Profile**
For Decision
(Pages 95 - 96)
- e) **City of London Police Authority Board External Member - Role Profile**
For Decision
(Pages 97 - 98)
- f) **Special Interest Area (SIA) Guidance Note**
For Decision
(Pages 99 - 100)
- g) **City of London Police Authority Business Plan**
For Decision
(Pages 101 - 102)
- h) **City of London Police Authority Board Risk Register**
For Decision
(Pages 103 - 106)

13. **DIRECTOR OF PUBLIC HEALTH REPORT 2019/20**
Report of the Director of Community & Children's Services.

For Information
(Pages 107 - 132)

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

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

16. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

17. NON-PUBLIC MINUTES

a) **City of London Police Authority Board**

To agree the non-public minutes of the City of London Police Authority Board meeting held on 17 February 2021.

For Decision
(Pages 133 - 138)

b) **Economic Crime Committee**

To receive the draft non-public minutes of the Economic Crime Committee meeting held on 3 February 2021.

For Information
(Pages 139 - 142)

c) **Professional Standards & Integrity Committee**

To receive the draft non-public minutes of the Professional Standards & Integrity Committee meeting held on 5 February 2021.

For Information
(Pages 143 - 146)

18. NON-PUBLIC OUTSTANDING REFERENCES

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 147 - 148)

19. CHAIR'S NON-PUBLIC UPDATE

The Chair to be heard.

For Information
(Verbal Report)

20. COMMISSIONER'S UPDATES

The Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

21. NATIONAL LEAD FORCE

The Commissioner and Chief Officers to be heard.

For Information
(Verbal Report)

22. **TRANSFORM PROGRAMME - PROGRESS UPDATE**
Report of the Commissioner.
- For Information**
(Pages 149 - 172)
23. **BUDGET REDUCTIONS**
Report of the Commissioner.
- For Information**
(Pages 173 - 180)
24. **2021/22 BUDGET CONTEXT - WORKFORCE & FUNDING TRENDS**
Joint report of the Police Authority Treasurer and Commissioner.
- For Information**
(Pages 181 - 186)
25. **GATEWAY 1-5: AZURE MIGRATION PHASE 2 - 2021**
Joint report of the Chamberlain and Commissioner.
- For Decision**
(Pages 187 - 214)
26. **GATEWAY 4C: SECURE CITY PROGRAMME (SCP) - VIDEO MANAGEMENT SYSTEM / VIDEO ANALYTICS WORKSTREAM**
Joint report of the Commissioner and Director of the Built Environment.
- For Information**
(Pages 215 - 230)
27. **GATEWAY 2: SECURE CITY PROGRAMME (SCP) - YEAR 2**
Joint report of the Commissioner and Director of the Built Environment.
- For Information**
(Pages 231 - 250)
28. **GATEWAY 1-5: CITY OF LONDON POLICE VEHICLE FLEET - REPLACEMENT OF NON-COMPLIANT ULEZ VEHICLES AND 2020/21 REPLACEMENT PROGRAMME**
Report of the Commissioner.
- For Decision**
(Pages 251 - 260)
29. **VEHICLE FLEET SERVICING & MAINTENANCE - MEMORANDUM OF UNDERSTANDING**
Report of the Commissioner.
- For Decision**
(Pages 261 - 266)

30. **UPDATE ON FUNDING STRATEGY FOR LEGACY AND NEXT GENERATION ACTION FRAUD/NATIONAL FRAUD INVESTIGATION BUREAU SYSTEM**
Report of the Town Clerk.

For Decision
(To Follow)

31. **WITHOUT PREJUDICE SETTLEMENT OFFER REGARDING ALL DISPUTE NOTICES CURRENTLY SERVED ON THE ACTION AND KNOW FRAUD CONTRACT**
Report of the Commissioner.

For Information
(To Follow)

32. **MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET E1 7AD - CITY OF LONDON POLICE OCCUPATION UPDATE**
Report of the City Surveyor.

For Information
(Pages 267 - 274)

33. **POLICE ACCOMMODATION STRATEGY: CITY OF LONDON POLICE DECANT UPDATE REPORT**
Report of the Commissioner.

For Decision
(Pages 275 - 280)

34. **MODERN SLAVERY AND ORGANISED IMMIGRATION CRIME PROGRAMME S22A COLLABORATION AGREEMENT**
Report of the Commissioner.

For Decision
(Pages 281 - 284)

35. **NON-PUBLIC APPENDIX: COMMUNICATIONS AND ENGAGEMENT STRATEGY**
Report of the Commissioner.

NB - Non-public appendix to be read in conjunction with the public report.

For Information
(Pages 285 - 312)

36. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**
Report of the Town Clerk.

For Information
(Pages 313 - 314)

37. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
38. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda - Circulated Separately

39. **CONFIDENTIAL MINUTES**
To agree the confidential minutes of the City of London Police Authority Board meeting held on 17 February 2021.

For Decision

CITY OF LONDON POLICE AUTHORITY BOARD Wednesday, 17 February 2021

Minutes of the meeting of the City of London Police Authority Board held virtually on Microsoft Teams on Wednesday, 17 February 2021 at 2.00 pm

Present

Members:

Deputy James Thomson (Chair)
Douglas Barrow (Deputy Chairman)
Munsur Ali
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:

John Barradell	- Town Clerk
Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Rachael Waldron	- Compliance Lead
Alistair Cook	- Head of Police Authority Finance
Polly Dunn	- Town Clerk's Department
Emma Cunnington	- Town Clerk's Department
Joseph Anstee	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department
Peter Kane	- Chamberlain
Bukola Soyombo	- Chamberlain's Department
Paul Chadha	- Comptroller & City Solicitor's Department
Ian Hughes	- Department for Built Environment

City of London Police:

Ian Dyson	- Commissioner
Alistair Sutherland	- Assistant Commissioner
Clinton Blackburn	- Commander (Economic Crime)
David Evans	- Commander (Operations and Security)
Cecilie Booth	- Chief Operating Officer and Chief Financial Officer
Christopher Bell	- City of London Police
Fiona Murphy	- City of London Police
Hayley Williams	- City of London Police
Suzanne Ferris	- City of London Police

Observing:

Helen Fentimen

- Common Councillor

1. **APOLOGIES**

Apologies were received from Alderman Alison Gowman.

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

There were no declarations.

3. **MINUTES**

The Chair noted that the recruitment of an external Professional Standards & Integrity Committee member was underway. The application period would close on 26 February 2021. Members were asked to circulate the advertisement among their broader networks.

RESOLVED – That the public minutes and non-public summary of the meeting held on 7 January 2021, be approved as an accurate record.

4. **COMMITTEE MINUTES**

a) **Professional Standards & Integrity Committee**

RESOLVED, that the public minutes and non-public summary of the meeting held on 26 November 2020, be noted.

b) **Performance & Resource Management Committee**

RESOLVED, that the draft public minutes and non-public summary of the meeting held on 2 February 2021, be noted.

5. **OUTSTANDING REFERENCES**

The Committee received a joint report of the Town Clerk and Commissioner which set out Outstanding References from previous meetings of the Committee.

- **37/2019/P** - Works had been subject to a small slippage following the delay of getting materials to site due to extreme weather conditions. There was also a need to recalculate the steel distribution weight as it had become apparent that this would be more than the original estimate. It was believed that this would not impact the build, but the calculations needed to be made before works could continue. The new delivery date was estimated at 4 March 2021.
- **29/2020/P** – Draft job descriptions would be circulated to Members by email for comment. Any suggestions will be integrated and presented for approval at the March 2021 Board meeting.
- **30/2020/P** – the Special Interest Area (SIA) draft guidance was being developed and would be circulated to Members by email for comment later in the week. As with the with draft job descriptions, formal approval would be sought by the Board in March 2021. Other actions for the

Board coming out of the Governance Review remained on track following reporting in November 2020.

- **1/2021/P** – the Commissioner wished to ensure that the Strategic Communications and Engagement Plan (SCEP) was aligned with the Policing Plan. The SCEP would be reported to the Board in March 2021.

RESOLVED, that the report be noted.

6. ANNUAL REVIEW OF TERMS OF REFERENCE

Members considered a report of the Town Clerk regarding the annual review of the Board's Terms of Reference.

The Chair highlighted that the majority of changes were clarifications of existing responsibilities. Members were supportive of the recommendation to increase external member representation by two, but requested that these additional two Members would not be subject to the Police Authority Board Membership Scheme in so far as they did not have to live or reside in the City (**3/2021/P**).

The Chair noted that there was no immediate proposal to change the frequency of meetings. However, it was hoped that the number of meetings could be reduced in due course.

RESOLVED, that

- subject to a clarification on the application of the Membership Scheme to only two external members of the board, that the Terms of Reference (as set out in appendix 1), be approved; and
- any further changes required in the lead up to the Court's appointment of Committees, be delegated to the Town Clerk in consultation with the Chair and Deputy Chairman.

7. CHAIR'S PUBLIC UPDATE

Members heard a public update from the Chair. The following matters were raised:

- The Chair had participated in an APCC engagement in his capacity of Deputy Lead for Fraud. This included a helpful presentation from Commander (Economic Crime) to the members of the APCC who were interested in this area. Further work was required on how the City of London Police can promote the importance of fraud through APCC to PCCs and to address this, a series of events and communications were being worked up by Assistant Commissioner and the Commander (Economic Crime).
- The Chair had also participated in a recent session on the APCC's Strategic Policing Requirement (SPR), an update on which was given at the Economic Crime Committee. Most PCCS were not looking for substantial changes on the SPR. Likely changes would be the obligation

for Policing Plans to explicitly comment that the SPR had been incorporated within them. This would be picked up in the drafting of the current Policing Plan. There was also a likelihood that fraud and cyber would be referenced in the SPR, but exactly how had not yet been agreed.

- The Chair met with Nickie Aitken MP (Cities of London and Westminster), who had offered to support the work of the Force and Authority. Once COVID-19 restrictions permitted, it was hoped the MP could see the work of National Lead Force (NLF) and the Lead Force Operations room.
- Work on the Policing Plan was ongoing. A briefing session for Court had been set up for 8 March 2021. A reminder was to be sent by the Town Clerk to all Court of Common Council Members. (4/2021/P)
- The Police Authority Team had been working on the areas of diversity and inclusion, which would be picked up under item 17 of the agenda.

RESOLVED, that the update be noted.

8. **COMMISSIONER'S PUBLIC UPDATE**

Members heard a public update from the Commissioner and the following points were made:

- The footfall within the Square Mile remained quiet, with crime and antisocial behaviours low.
- The Force had an absenteeism at 5-7%, with all critical services maintained.
- A lateral flow testing regime had been implemented for officers. This had returned some non-symptomatic positives.
- The Force had received 90 vaccines from St Bartholomew's Hospital for those delivering critical frontline services and for staff who were deemed clinically vulnerable.
- The Force was working with various Corporation departments in planning of the reopening of different sectors, particularly licensing.
- 76 fines had been issued in response to breaches to COVID-19 restrictions to the end of January 2021; 33 of those were issued in the month of January alone.

RESOLVED, that the update be noted.

9. **NATIONAL LEAD FORCE**

Members heard a public update from the Commissioner and the following points were made:

- There had been an 8% increase in performance in comparison to the 2020 monthly average.
- COVID19 related fraud remained under 1% but there had been a significant increase in the number of reports for vaccine related fraud (447 in one week). There had been a good number of arrests including for a vaccine fraud phishing scheme, for which the contact centre was able to quickly prevent £80k leaving the bank account of a victim.
- Action Fraud had seen an increase in use of its contact centre, but these were impacted by Court handling and abandonment rates.
- 100 full time posts had been confirmed for the Call Centre.
- There had been success in relation to a case brought to light by investigative journalism by the Mirror newspaper.
- Assistant Commissioner Angela McLaren had recently reported to the Treasury Select Committee.
- HMIC had finished their inspection during which they were looking at the Force's response to recommendations made in 2018. Initial feedback seemed positive but the full report would be forthcoming in due course.
- The Force had been working on communications on widespread national and regional coverage, taking advantage of interview opportunities.

RESOLVED, that the update be noted.

10. **Q3 REVENUE AND CAPITAL BUDGET MONITORING 2020/21**

Members considered a of the Commissioner regarding the Q3 revenue and capital budget monitoring 2020/21.

After introducing the report, the Chief Finance Officer thanked Corporation colleagues for their help in the success of COLP memorabilia sales. A net surplus of £500k was forecast which was a significant contribution to the budget.

There was discussion on the impact on the establishment based on the proposed savings.

14.42 Munsur Ali joined the meeting.

The Chairman commented on the slippage on the capital programme and requested for the Board to be issued a copy of the final report by email before it was submitted to Resource Allocation Sub-Committee. A Force 'deep dive' review was going to be conducted on this year's Capital Programme 2020-21 to ascertain the reasons for the slippage and Members requested it be reported to the Board to provide Members with assurance for next year's capital budget. **(7/2021/P)**

Following a question regarding the overtime, particularly in the case of the Bank of England, the Force confirmed that overtime is covered within the contracts with external organisations and is fully recovered.

Some of the initial COLP budget underspend had been allocated to Action Fraud following Board approval at a previous meeting. The reported £5.5m

additional underspend had been generated mainly by the high level of vacancies and securing of additional grants relating to policing and the COVID-19 pandemic. Whether this underspend or the Action Fraud reserve might be better allocated toward Action Fraud costs would be picked up at year end.

The Assistant Commissioner confirmed that the COLP establishment was based on an annual Strategic Threat and Risk Assessment (STRA) of the whole Force. COLP was one of only a small number of Forces to do this.

RESOLVED, that the report be noted.

11. CITY OF LONDON POLICE REVENUE BUDGET 2021/22

Members considered a report of the Commissioner regarding the City of London Police Revenue Budget 2021/22.

The Chief Finance Officer clarified a discrepancy on the savings tracker between pages 52, 56 and 62 of the agenda pack. The appendices were written before the saving tracker at the front was finalised. Consequently, the narrative should say 'savings' rather than 'unallocated savings'.

There was discussion on the vacancies being held and the decision to delete 40 posts going forward (noting that police officers could not be made redundant so would be re-deployed). A long-term solution was sought, rather than a temporary fix, which was why the Force was looking carefully at the services provided and what could be delivered well within the budget envelope.

Members felt it was important to set the context of deleted posts against the broader uplift programme. It was noted that the additional posts provided by the Home Office were based on a calculation of the Force's current officer baseline, the Force engaged in a weekly dialogue with the Home Office but if there was to be any change to the officer baseline the Force would need to notify the Home Office, thereby impacting any future allocation.

Following a question, the Commissioner explained that no costs had been quantified in response to the McCloud Judgement, no Force nationally had been able to do so yet. The Home Office may pick up costs, but this was not confirmed. All 43 Forces were looking collectively at pensions issues and were looking to get an expert appointed to provide advice.

A point was made regarding recharges from the City of London Corporation and how the Transform programme would be used to ensure the Force achieves the best balance between utilising shared services with the Corporation and where it might take its own approach and resource alternative services. There was concern that the 12% budget cuts requested of all being passed on between departments through recharges.

It was clarified that there were 40 posts held due to attrition (timing of when people leave and are replaced) and 40 posts were being deleted. Concern was expressed over the need for the Force to delete posts as a consequence of a Corporation-led budget cuts.

15.00 – *Tijs Broeke left the meeting.*

It was noted by the Assistant Commissioner that a further 20 posts will be lost following the efficiency spending resource review, but this will be a gradual reduction over the coming four years and could be managed accordingly.

The Chair requested that the unallocated savings as articulated in the report be added to the correct budget lines and that the procurement cost of Action Fraud be included. **(5/2021/P)**

RESOLVED, that the budget report be updated and brought to the Board for consideration in March 2021,

12. **NEW POLICE CAPITAL BIDS 2021-2025**

Members considered a report of the Commissioner regarding the New Police Capital Bids 2021-25.

RESOLVED, that Members

- Note this report;
- Agree that the case for prioritisation as set out in Appendix 1 meet the required criteria to qualify for the 2020/21 'in principle' internal loan agreement from the City Fund; and
- Formally approve the new CoLP Capital Bids

13. **THE NATIONAL ENABLING PROGRAMME (NEP) UPDATE SUMMARY REPORT**

Members received a report of the Commissioner regarding the National Enabling (NEP) update summary report.

Members recognised the role of the City of London Corporation in taking responsibility for this programme as the Accountable Body. All 43 forces had signed up and migrated to a cloud-based platform, which was a massive accomplishment and showing benefits already.

The various awards received by the programme were commended.

RESOLVED, that the report be noted.

14. **DELEGATED AUTHORITY FOR COURT SUBMISSION ON NEXT GENERATION FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROJECT**

Members considered a report of the Town Clerk regarding a delegated authority for Court submission on Next Generation Fraud and Cyber Crime Reporting and Analysis Service Project.

RESOLVED, that Members delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair of the Police Authority Board, to develop a proposal for consideration by the Court of Common Council to establish a dedicated Committee to oversee the work of the Next Generation

Fraud and Cyber Crime Reporting and Analysis Service. Submission of the proposal to the Court of Common Council will be subject to consultation with, and approval from, the relevant committees referenced in paragraph 12.

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

Members received a report of the Director for Build Environment regarding the Anti-Terrorism Traffic Regulation Order.

It was noted that there had been no events in the past year that had justified using the ATTRO, nevertheless, it remained an important tool in regard to protective security for the Police to use.

RESOLVED, that the report be noted.

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

There were no questions.

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

There was one item of urgent business.

a) **Tackling Racism Taskforce - Police Workstream**

Members received a report of the Town Clerk regarding the Tackling Racism Taskforce recommendations.

The Chairman asked the Force to bring a report to the March meeting on how the recommendations will be implemented. The Commissioner responded to say that the Force needed to consider and assess the recommendations first, prior to reporting back to the Board. Matters of diversity and inclusivity will be routinely reported to the Professional Standards & Integrity Committee going forward. **(6/2021/P)**

The Commissioner noted that a 40% BAME recruitment target was being considered in line with the Metropolitan Police. However, he felt that there was a very different recruitment profile within the City of London Police as, unlike the Met, there was a significantly reduced pool of local residents who might apply. COLP also had to make a number of appointments to posts such as fraud detectives, which came from a limited existing skills pool.

RESOLVED, that the report be noted.

18. **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.

19. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 7 January 2021, be approved as an accurate record.

20. **COMMITTEE MINUTES**

a) **Professional Standards & Integrity**

RESOLVED, that the non-public minutes of the meeting held on 26 November 2020, be noted.

b) **Performance & Resource Management Committee**

RESOLVED, that the draft non-public minutes of the meeting held on 2 February 2021, be noted.

21. **NON-PUBLIC OUTSTANDING REFERENCES**

The Committee received a joint report of the Town Clerk and Commissioner which set out the non-public Outstanding References from previous meetings of the Committee.

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

The Chairman had no further update to make in non-public session.

23. **COMMISSIONER'S UPDATES**

Members heard a non-public update from the Commissioner.

24. **NATIONAL LEAD FORCE**

The Commissioner provided an update on National Lead Force at item 25.

25. **NATIONAL LEAD FORCE (NLF) PLAN UPDATE**

Members received a report of the Commissioner regarding an update on the National Lead Force (NLF) Plan.

26. **UPDATED MEDIUM-TERM FINANCIAL PLAN (MTFP)**

Members considered a report of the Chamberlain regarding the updated Medium-Term Financial Plan (MTFP).

27. **NON-PUBLIC APPENDIX: NEW POLICE CAPITAL BIDS 2021-2025**

Members received the non-public appendix to item 12 of the agenda.

28. **DRAFT GOVERNANCE MATERIAL**

Governors received two reports of the Town Clerk regarding draft governance documents for the Police Authority.

29. **OUTLINE BUSINESS CASE - NEXT GENERATION FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE**

Members considered a report of the Commissioner regarding the Outline Business Case for the Next Generation Fraud and Cyber Reporting and Analysis Service.

30. **NEXT GENERATION FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROJECT - INFRASTRUCTURE AND PROJECTS AUTHORITY GATEWAY 2 OUTCOME REPORT**

Members received a report of the Commissioner regarding the Next Generation Fraud and Cyber Crime reporting and analysis service project – infrastructure and projects authority Gateway 2 outcome.

It was noted that this report was for information, not for decision.

31. **CITY OF LONDON POLICE SPECIAL CONSTABULARY- UTILISATION AND DEPLOYMENT - ACTIVITY DASHBOARD**

Members received a report of the Commissioner regarding the City of London Police Special Constabulary – utilisation and deployment activity dashboard.

32. **OP BENBOW DEPLOYMENTS & CROSS BORDER ACTIVITY**

Members received a report of the Commissioner regarding operation Benbow deployments & cross border activity.

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

There were no questions.

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

There were no items of urgent business.

35. **CONFIDENTIAL MINUTES**

RESOLVED, that the confidential minutes of the meeting held on 7 January 2021, be approved.

36. **STAFFING UPDATE**

Member considered a report of the Town Clerk regarding a staffing update.

The meeting ended at 4.13 pm

Chairman

Contact Officer: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

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

Wednesday, 3 February 2021

Minutes of the meeting of the Economic Crime Committee of the City of London Police Authority Board held virtually on Wednesday, 3 February 2021 at 10.00 am

Present

Members:

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

In Attendance:

City of London Police Authority:

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

City of London Police Force

Angela McLaren	- Assistant Commissioner
Clinton Blackburn	- T/Commander
Christopher Bell	- City of London Police
Alix Newbold	- City of London Police

1. APOLOGIES

Apologies were received from Doug Barrow, James Tumbridge and Deputy Philip Woodhouse.

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

There were none.

3. MINUTES

RESOLVED, that – the public minutes and non-public summary of the meeting held on 16 November 2020 be agreed as a correct record.

Matters arising:

The Chairman noted that the strategic communication and engagement plan would be addressed in the Assistant Commissioner's Public Update.

4. CHAIRMAN'S PUBLIC UPDATE

The Chair provided the following update:

- The Force had been engaging with Police and Crime Commissioners (PCC) around fraud and cyber-crime, and noted the importance of raising awareness of the Force's work in these areas;
- The Home Office had reviewed the strategic policing requirement and recognised that fraud and cyber-crime should be included more prominently;
- The Chair met with the MP for the City & Westminster to discuss supporting fraud and cyber-crime work more publicly.

5. ASSISTANT COMMISSIONER'S PUBLIC UPDATE

The Assistant Commissioner provided the following update:

- Given the breadth and ongoing activity related to the Lead Force Plan, it would be beneficial to have a programme to establish a coordination role and report back to the Committee on a quarterly basis;
- The Force had a proactive communication programme to address scams, particularly those related to romance and investment fraud;
- The Communication and Engagement Plan is an integral piece of work related to other policing strategies and would therefore be brought to the Committee at the same time as a refreshed policing plan, to recognise the synergies.

6. ANNUAL REVIEW OF TERMS OF REFERENCE

Members considered a report of the Town Clerk in respect of the Annual Review of the Committee's Terms of Reference.

The Chair emphasised the importance of referencing fraud and cyber together in the Terms of Reference, and to emphasises the Committee's role in oversight, rather than scrutiny.

RESOLVED, that – Members agree the following changes:

1. the addition of 'one external Member, to be appointed by the Police Authority Board' in the Committee's composition;
2. the addition of the following responsibilities in the Committee's Terms of Reference:
 - a. overseeing the force's national responsibilities for economic crime, fraud and cyber, having regard to the strategic policing requirement in this area;
 - c. overseeing the delivery of the City of London National Lead Force Plan;

- d. monitoring the implementation of any external review recommendations related to economic crime, fraud and cyber (including, but not restricted to, Mackey Review, HMICFRS Fraud related inspections, Tori Consultant Review);
- e. overseeing of the City of London Police's private sector partnerships with regard to the tracking of fraud, cyber-crime & economic crime as well as the joint Cyber Griffin project;
- f. overseeing the business strategy, service and financial performance of the Economic Crime Academy;
- g. overseeing the Force's national responsibilities of the National Police Chiefs Council (NPCC) lead for the Cyber Portfolio;
- h. overseeing the work of Cyber Griffin initiative; and,
- i. making recommendations to the Police Authority Board in other matters relating to economic crime.

7. ECONOMIC CRIME ACADEMY UPDATE

Members considered a report of the T/Commander relative to the Economic Crime Academy (ECA) update. The T/Commander noted that some courses had been postponed due to the pandemic, however courses would resume once restrictions lift. A stronger move to online training would increase capacity per course and have wider national and international reach, and a fully online course was in development in partnership with Coventry University and Lloyds Bank for counter fraud qualifications. 90% of forces across the UK were engaged with the programme, and advertising and branding strategies were being employed to expand the ECA's reach. The T/Commander also reported that discussions were underway with the College of Policing to establish courses for economic crime and policing and this would be reported back to the Committee as discussions progressed.

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

8. NATIONAL LEAD FORCE (NLF) IMPLEMENTATION PLAN

Members received a report of the Assistant Commissioner relative to the National Lead Force (NLF) Implementation plan. The Assistant Commissioner emphasised the importance of taking a programmatic approach in delivering the NLF Plan. The plan is a 2020-2022 and would likely be used beyond this. The measures in the plan would be refreshed every year, and the Committee would receive updates on the plan on a quarterly basis.

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

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

There were none.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

11. **EXCLUSION OF THE PUBLIC**
RESOLVED, that – under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.
12. **NON-PUBLIC MINUTES**
RESOLVED, that – the non-public minutes of the meeting held on 16 November 2020 be agreed as a correct record.
13. **CHAIRMAN'S NON-PUBLIC UPDATE**
The Chair's non-public update was heard.
14. **ASSISTANT COMMISSIONER'S NON-PUBLIC UPDATE**
The Assistant Commissioner's non-public update was heard.
15. **NON-PUBLIC REFERENCES**
Members considered a joint report of the Town Clerk and Commissioner regarding non-public references.
16. **ECONOMIC CRIME DIRECTORATE PERFORMANCE REPORT - Q3 OCTOBER - DECEMBER 2020**
Members received a report of the Commissioner relative to the Economic Crime Directorate Performance for Q3 October to December 2020.

RESOLVED, that – the report be received and its contents noted.
17. **NEXT GENERATION SERVICE UPDATE**
Members received a report of the Service Delivery Director relative to the Next Generation Service Update.

RESOLVED, that – the report be received and its contents noted.
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were none.
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one item of urgent business.

The meeting ended at 11.19 am

Chair

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**PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE OF THE CITY OF
LONDON POLICE AUTHORITY BOARD
Friday, 5 February 2021**

Minutes of the meeting of the Professional Standards and Integrity Committee of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 5 February 2021 at 10.00 am

Present

Members:

Alderman Alison Gowman (Chair)
Caroline Addy
Douglas Barrow
Tijs Broeke
Mary Durcan
Alderman Emma Edhem
Alderman Gregory Jones QC
Deborah Oliver
Deputy James Thomson

Officers:

Oliver Bolton	- Town Clerk's Department
Alistair Sutherland	- City of London Police
Gary Brailsford-Hart	- City of London Police
Simon Latham	- Town Clerk's Department
Stuart Phoenix	- City of London Police
Angela Rogers	- City of London Police
Sanjay Andersen	- City of London Police
John Cater	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Claire Cresswell	- City of London Police
Rebecca Caldicott	- City of London Police
Rachael Waldron	- City of London Police
James Morgan	- City of London Police
Ian Younger	- City of London Police

1. APOLOGIES

Apologies were received from Nicholas Bensted-Smith and James Tumbridge

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

There were no declarations.

3. MINUTES

RESOLVED - that the public minutes of the meeting held on 26 November 2020 be approved.

4. REFERENCES

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

2/2020/P – 2 March 2020 - Item 5 Integrity Dashboard and Code of Ethics Update

Committee to be advised when the next Victim Satisfaction Survey will be conducted.

- Officers informed Members that whilst a Report had been submitted recently to the Police's Performance Management Group, the number of responses this quarter – 14, had been significant lower than the longer term quarterly average; therefore, it would be difficult to glean as great an insight as usual. The Chair asked officers to circulate the current information and asked them to submit a (hopefully) fuller quarterly Report for the next meeting of the Committee in May.

9/2020/P - 14 September 2020 Questions – Recruitment of External Member

Recruitment process to be reviewed to ensure diverse pool of experienced candidates is identified.

- The Chair updated Members on the current progress concerning recruitment; she noted that advertising for the role would be going live that day (i.e. 05/02/21); this included, one paid advert, a link posted to several social networks, and an item on the Police's website. In addition, Members were encouraged to cascade the advert through their own networks. The deadline for candidates to express their interest had been set for late February, with interview panels provisionally set up to take place soon after. The panel includes the Chair, Deputy James Thomson, and Rachael Waldron of the Police Authority Team.

13/2020/P - 26 November 2020 Item 8 – Use of Algorithms and AI across the City of London Police

Members proposed that a separate session on Data Ethics, which outlined some of the concerns and potential risks that would likely emerge as the technology matured would be useful. Officers would set up a session in 2021. At least two members of the Committee had specialist knowledge in this area which it would be good to utilise.

- The Chair encouraged officers to move ahead at pace, with the aim to hold the session before next Committee meeting (05/05/21)

14/2020/P 26 November 2020 Item 9 – Equality and Inclusion Strategy Update

The Draft (non-public) Equality and Inclusion Action Plan was circulated separately as a supporting document to this Item; this document will be finalised soon and will be circulated to Members thereafter.

- The Chair informed Members that, whilst she had received an updated version of the document, it was still in draft form. She pointed out that it would be more helpful for Members to review the final version; officers responded that the final document was almost ready, and it would include responses to the recommendations (relevant to the Police) from the Corporation's Tackling Racism Taskforce. Officers are in regular contact with Tijs Broeke who is providing Member liaison on this.

15/2020/P - 26 November 2020 Item 11 – IOPC Review into Stop and Search at the Metropolitan Police

The Chair welcomed the offer from an officer to provide a training session for Members concerning Stop and Search; it was envisaged that this would take place in the New Year. The Chair would work with officers in the Force and Town Clerks to confirm a time convenient to the Committee.

- The Chair encouraged officers to move ahead at pace, with the aim to hold the session before next Committee meeting (05/05/21)

16/2020/P - 26 November 2020 Questions – RE: Legally Qualified Chairs - risk of panel Members being considered personally liable for decisions they take in tribunal (and as a consequence subject to costs), concerning equality claims

The Assistant Commissioner informed Members that notification had only been received earlier in the week; the Force's legal department was examining this issue and would come back to Members shortly with guidance

- Officers informed Members that, after discussions, there was now an acceptance that any indemnity required by panel Members will be provided by the Corporation. The Chamberlain was expected to sign this off formally very soon. Officers added that the change of wording (to cover the indemnity) was agreed at a national level, until such a time that the regulations can be changed by the Home Office.

5. ANNUAL REVIEW OF TERMS OF REFERENCE

The Committee considered a Report of the Town Clerk concerning the Committee's Terms of Reference.

Whilst the current Terms of Reference was approved without any changes, there was a discussion concerning the Committees responsibilities via-a-vis paragraph G (i.e. "Overseeing measures to promote equality, inclusion and engagement by the Force"), when it came to embedding the recommendations

of the Tackling Racism Taskforce. All were of the view that it was first appropriate to have a discussion about the (Police relevant) TRT recommendations at the next Police Authority Board meeting in March, and to review any resulting actions at the next meeting of the Committee in May.

RESOLVED – that the Committee:

- considered (and approved) the proposed change in membership of the Committee namely, that **two** external co-opted Members, can now be appointed by the Police Authority Board;
- approved the terms of reference of the Committee (as set out in appendix 1 of the Report) for submission to the City of London Police Authority Board for final approval; and
- considered whether any change is required to the Committee's frequency of meetings (meeting frequency maintained at once-a-quarter)

6. **12 MONTH REVIEW OF THE COMPLAINT REVIEW PROCESS**

The Committee received a Report of the Commissioner of the City of London Police concerning the Complaint Review Process.

The Chair thanked Members and officers for their participation and hard work in ensuring the success of the process over the past 12 months.

When it came to Member involvement on the panels, the Chair asked officers to establish a rota system to ensure that, going forward, the workload was spread out more equitably.

In the interests of maintaining scrutiny, it was suggested that, after each panel meeting, officers provide an update to each of the participating panel Members that would outline the actions resulting from any recommendations proposed. This could take the form of an email circular, and, in the event that further actions or follow up is needed, a more formal discussion can then take place at the next Panel meeting.

Separately, officers confirmed that future iterations of the Report's appendix (which outlines details about Panel decisions and recommendations) include the initials of the participating panel Members; this would hopefully make things easier to reference when it came to Members and officers reviewing decisions after the panel meeting took place.

RESOLVED – that the Committee noted the Report.

7. **ACTION FRAUD AND NATIONAL FRAUD INTELLIGENCE BUREAU (NFIB) COMPLAINTS**

The Committee received a Report of the Commissioner of the City of London Police concerning Action Fraud and NFIB complaints.

RESOLVED – that the Committee noted the Report.

8. OFFICERS ON TEMPORARY AND ACTING PROMOTION

The Committee received a Report of the Commissioner of the City of London Police concerning Officers on Temporary and Acting Promotion.

The Assistant Commissioner stressed that he expected that the total number of officers acting up would reduce over the coming months. The Economic Crime Department (ECD) accounted for the highest proportion of officers in a temporary or acting role, this reflected the increased workload for ECD over the past six months; the Assistant Commissioner expected that this number would stabilise as the changes for the ECD became embedded over the coming year.

Noting that there were a number of acronyms in the document which were not immediately clear to the lay person, the Chair asked that, going forward, a glossary of acronyms and an organogram be provided as a standing item at each meeting of the Committee for Members' reference (as happens at Police Authority Board meetings).

The Chair asked that the next Report on this issue includes details about those individuals who have retired whilst serving at a higher temporary or acting rank.

Separately, the Assistant Commissioner confirmed that Members of the Independent Advisory and Scrutiny Group (IASG) were now involved in promotion panels for all ranks.

RESOLVED – that the Committee noted the Report.

9. COVID-19 FIXED PENALTY NOTICES (FPNS) AND STOP AND SEARCH UPDATE

The Committee received a Report of the Commissioner of the City of London Police concerning FPNS and Stop and Search.

In response to a query, officers confirmed that the Stop and Search data was publicly available and was regularly shared with relevant community groups.

In response to a query concerning Covid-19 related Fixed Penalty Notices (FPNs), officers explained that, under the legislation, constables had the power to direct someone in breach of the regulation to disperse and could, if appropriate, fine them. The regulations apply to all forces in England and Wales. Whilst, in the interests of transparency and accountability, offences are recorded, officers are encouraged to display judgement and discretion around issuing FPNS when faced with potentially more minor breaches.

Members agreed with the Chair's proposal that, going forward, the Committee should receive Reports concerning Stop and Search data twice a year, as opposed to the current frequency of each meeting, with the proviso that if any significant change occurs Members are alerted to it in good time. The Chair asked that a senior officer take responsibility for issuing these alerts should they be required.

Members agreed with the Chair that, until the Covid restrictions are removed, FPN data should continue to be shared with the Committee at each of its meetings.

In response to a query on the Force collaborating more with the Corporation on communications around Covid compliance/enforcement and Covid related fraud, officers reassured Members that a great deal of collaborative work was taking place, and this was producing good outcomes. They remained open to further suggestions and would reach out to the Chairman of the Police Authority Board after the meeting to discuss further.

RESOLVED – that the Committee noted the Report.

10. **AVENUES OF APPEAL**

The Committee received a Report of the Commissioner of the City of London Police concerning Avenues of Appeal.

Officers confirmed that they would circulate a link to the IOPC Statutory Guidance referred to in the Report for Members' reference after the meeting.

RESOLVED – that the Committee noted the Report.

11. **INTEGRITY AND CODE OF ETHICS UPDATE**

The Committee received a Report of the Commissioner of the City of London Police concerning the Integrity and Code of Ethics.

Officers confirmed that City of London Police led Ethics, Integrity & Standards Panel Review session had been scheduled for 18th February – an invitation will be circulated shortly to Members of the Committee to attend the meeting.

RESOLVED – that the Committee noted the Report.

12. **POLICE INTEGRITY DEVELOPMENT AND DELIVERY PLAN REPORT 2020-21 - JANUARY 2021 UPDATE**

The Committee received a Report of the Commissioner of the City of London Police concerning the Police Integrity Development and Delivery Plan.

RESOLVED – that the Committee noted the Report.

13. **INDEPENDENT OFFICE FOR POLICE CONDUCT - POLICE COMPLAINTS STATISTICS FOR ENGLAND AND WALES 2019/20**

The Committee received the IOPC Report concerning police complaints statistics for England and Wales in 2019/20.

RESOLVED – that the Committee noted the Report.

14. **GLOSSARY - ALLEGATION TYPES (PRE AND POST 1ST FEB 2020 FOLLOWING CHANGES TO POLICE CONDUCT REGULATIONS)**

The Committee received a Report for information which provided a glossary of allegation types (pre and post 1st Feb 2020 following changes to Police Conduct Regulations)

RESOLVED – that the Committee noted the Report.

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

There were no questions.

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

There were two items of urgent business:

i) On behalf of Members and officers, the Chair of the Police Authority Board and the Assistant Commissioner, noting that this was the Chair's final meeting, expressed their sincere and fulsome thanks to Alderman Gowman for her rigorous commitment to ensuring the Committee's effectiveness during her tenure. The excellent quality of the work and scrutiny of the Committee helped to underpin and legitimise the public's support and trust for the Police in the City, and the Chair would be much missed.

ii) Noting that this would be her final meeting, the Chair thanked D/Supt Angie Rogers for her vital contributions to the work of the Committee. D/Supt Rogers had played a significant role in helping to improve the effectiveness of the Committee in recent years, and, on behalf of the Committee, the Chair wished her the very best for the future.

17. **EXCLUSION OF THE PUBLIC**

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

18. **NON-PUBLIC MINUTES**

RESOLVED - that the non-public minutes of the meeting held on 26 November 2020 be approved.

19. **NON-PUBLIC REFERENCES**

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

20. **ACTION FRAUD/NFIB PRESENTATION**

The Committee received a presentation of the Commissioner of the City of London Police concerning the National Fraud & Cybercrime Reporting Centre.

21. **NATIONAL FRAUD INTELLIGENCE BUREAU (NFIB)- FULFILMENT LETTERS**

The Committee received a Report of the Commissioner of the City of London Police concerning NFIB Fulfilment Letters.

22. **ACTION FRAUD STATISTICS – QUARTER 3 – 1ST OCTOBER 2020 - 31ST DECEMBER 2020**

The Committee received a Report of the Commissioner of the City of London Police concerning Action Fraud Statistics for Quarter 3 (1st Oct 2020 – 31st Dec 2020).

23. **PROFESSIONAL STANDARDS STATISTICS – QUARTER 3 –1ST OCT 2020 – 31ST DEC 2021**

The Committee received a Report concerning the Professional Standards Statistics for Quarter 3 (1st Oct 2020 – 31st Dec 2021).

24. **PROFESSIONAL STANDARDS DIRECTORATE CASES**

The Committee received a Report of the Commissioner of the City of London Police providing a sample of recent Professional Standards Directorate cases

24.1 **Cases assessed as not conduct or performance issue - no case to answer / not upheld**

Members considered cases with no case to answer/not upheld.

24.2 **Local Resolution**

Members considered cases dealt with by local resolutions.

24.3 **Cases dealt with under Complaint and Conduct Regulations 2019**

Members considered cases dealt with under Complaint and Conduct Regulations 2019.

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

There were no non-public questions.

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

There was no other non-public Business.

The meeting ended at 11.50 am

Chair

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/ City Surveyors	<p>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 regular updates to SIA Member for Safeguarding and Public Protection on project progress.</p> <p>Estimated Start / completion dates Start: Last week November 2020 End: This has slipped from 4th March 2021 to the 12th March 2021</p>
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	COMPLETE On agenda

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	COMPLETE On agenda.
1/2021/P	7 January 2021 National Lead Force	The Strategic Communications and Engagement Plan to include the promotion of the work of the National Economic Crime Victim Care Unit.	Commissioner of Police	COMPLETE On agenda
3/2021/P	17 February 2021 Annual Review of Terms of Reference	Agreed changes to be reported to P&R for approval.	Town Clerk	COMPLETE Considered by P&R on 11 March.
4/2021/P	17 February 2021 Chair's Public Update	Invitation to be sent to Members for the COLP Policing Plan Court Briefing.	Town Clerk	COMPLETE Reminder sent and briefing took place on 8 March 2021.

5/2021/P	17 February 2021 City of London Police Revenue Budgets	Savings to be added to the correct allocated budget lines and the procurement cost for Action Fraud to be included.	Commissioner/COFO	COMPLETE Revised Budget Report on agenda.
6/2021/P	17 February 2021 AOB – Tackling Racism Taskforce – Police workstream	Recommendations from the Tackling Racism Task Force (TRTF) to be considered by CoLP and included with reporting on matters of diversity and inclusivity which are routinely reported to the Professional Standards & Integrity Committee.	Commissioner	In Progress- the recommendations from the TRTF are being considered by the Force and will be included as appropriate in future reporting to PSI on the E&I action plan once they have been through COLP internal governance (E&I Board)
7/2021/P	17 February 2021 Q3 Revenue and Capital Budget Monitoring 2020/21	A Force 'deep dive' review was going to be conducted on this year's Capital Programme 2020-21 to ascertain the reasons for the slippage to provide assurance for next year's capital budget. Members requested the outcome of the review be reported to PAB.	Commissioner/ COFO	In Progress

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Agenda Item 8

Committee(s) Police Authority Board	Date(s): 25 th March 2021
Subject: Updated CoLP Revenue Budget 2021/22	Public
Report of: Commissioner of Police Pol 25-21	For Decision
Report author: Cecilie Booth, Chief Operating and Chief Financial Officer	

Summary

This report sets out the Revenue Budget for 2021/22, updating the financial position following the 2021/22 external settlement received in December 2020 and following discussions at Police Authority Board when it was presented on 17th February 2021.

The Medium Term Financial Plan (MTFP) has been updated during 2020 with joint working between the Police Authority and the Force. The updated MTFP was presented to the Police Authority Board on 17th February 2021.

The 2021/22 settlement from the Spending Review included £3.1m for the CoLP element for Year 2 of the national uplift (41), which is partly incorporated in the Core Grant and partly ringfenced to match recruitment. There was also an increase in the Council Tax Precept Grant of £1.1m, assumed to match the maximum Council Tax Precept flexibility applicable to all other police forces, to increase the precept by up to £15 for a Band D property.

In addition, separate funding will be allocated for 32 posts for Serious & Organised Crime (SOC); 2 for CoLP and 30 for National Lead Force (NLF) to staff regional capability.

The December MTFP report, pre-settlement, indicated a deficit of £2.4m. The combination of a better than anticipated settlement and the public sector pay freeze reduces the deficit to £0.5m. However, additional cost pressures and additional savings requirements has increased the budget deficit to £5.6m, as set out below.

The deletion of 37 police officer posts is the subject of a separate report under this agenda.

Background and Current Position

To achieve a balanced budget for 2020/21, savings of £5.7m were required, £1.6m from pay and £4.1m non-pay. 16 police staff posts were removed from the structure,

and all the required savings have been successfully delivered. £3.5m savings are recurring, i.e. permanently removed from the base budget, £2.1m were non-recurring, i.e. one-off savings. The non-recurring savings include NEP (£1.3m) and accommodation savings (£0.8m). Savings from closure of Wood Street police station are off-set against running costs for New Street, which are new costs for 2021/22. The non-recurring savings have been added to the budget deficit for 2021/22.

The budget deficit for 2021/22 has been calculated as follows:

	£'m
MTFP Budget deficit (post settlement)	0.5
Non-recurring savings from 2021/22	2.1
Additional Transform savings	0.7
Additional 12% savings requirement	2.3
Total budget deficit for 2021/22	5.6

The additional £2.3m savings relate to the 12% reduction required across the City of London Corporation; for the police this is linked to an anticipated reduction in collection of Business Rates Premium (BRP). Work is currently in progress to provide greater transparency around the collection and potential shortfall in BRP.

A new savings tracker has been drafted for 2021/22, and the areas identified include:

	£'m
NEP Savings* - Pay	0.50
NEP Savings* - Non-Pay	0.80
Average salary reduction through recruitment policy	0.40
Procurement	0.50
Supplies and Services	0.10
Seized assets	0.20
Corporate Plan Income	0.15
Memorabilia	0.05
Funded Units	0.20
Agency Staff	0.30
Additional Income	0.10
Deletion 37 Officer posts	2.30
	5.60

* National Enabling Programme (NEP): MintTulip consultants estimate IT revenue savings and will deliver a reduction in staffing costs through collaborated service delivery and automated processes.

Details of the additional unallocated £2.3m (12% relating to BPR collection) is subject to review within the Force, with a Gold Group chaired by the Assistant Commissioner. The Gold Group has considered a range of potential options for savings, which were discussed at the Chief Officer Team (COT). Based on the limited options available,

the COT proposes the permanent removal of 37 posts. Full details of the 37 posts and the service impact is covered within a separate report.

This is in addition to the existing vacancy factor of 40 (attrition), which is already incorporated in the budget to provide an affordable workforce.

It should also be noted that the CoLP pays the City of London Corporation (CoLC) £11m in recharges and for IT services. Although there has been a £0.3m reduction in recharge costs, a 12% reduction from CoLC would provide CoLP with savings of £1.3m towards the requirements. At this stage, no account has been taken of any reduction in these service costs.

A full deep dive review has been undertaken of all police budget areas, both pay and non-pay. Additional funding allocated for the local and national uplift programmes provided non-pay funding, and this funding has been utilised to increase oncosts such as the uniform budget, ATOC (officer travel scheme), IT and overtime.

A Full Cost Recovery model has been introduced, which has been applied to funded units and commercial / non-core activity wherever possible. This approach has provided an improved financial position in a number of areas, and a more sustainable budget going forward.

Recommendation(s)

It is recommended that: Members approve the 2021/22 Revenue Budget.

Main Report

1. The starting point for the 2021/22 revenue budget is based on comparable activity and resourcing levels to the 2020/21 budget and Year 2 Uplift of 41 Officers.
2. The agreed CoLP establishment for 2021/22, including the national uplift:

Type	Officer	Staff	Grand Total
20/21 Original Establishment	844	504	1,348
44 Year 1 Uplift	44	-	44
41 Year 2 Uplift	41	-	41
Less 12% BRP savings	(37)		(37)
Grand Total	892	504	1,396

3. The establishment will be reduced by 37 police officer posts via appropriate governance arrangements within CoLP, i.e. Strategic Workforce Planning and Senior Management Board.

4. In addition to the establishment posts, there are also a number of additional “non-establishment” post. Non-establishment posts are temporary posts that are either externally funded on a short-term basis, secondments, temporary cover for vacant posts (non-agency) and apprentices. The number of non-establishment posts vary between 50 and 100 throughout the year.
5. The CoLP share of the 2021/22 Year 2 National uplift is 41 Officers.

Revenue Budget for 2020/21 and Projected Outturn

6. The Quarter 2 budget monitoring report projected a year end underspend of £5m, this increased slightly to £5.5m in the Q3 report. The actual outturn for the current year may change during the final part of the financial year, The allocation of underspends is subject to further discussion, however, any underspend relating to the 67 local uplift will be allocated to repayment of the Action Fraud loan.

Proposed Revenue Budget for 2021/22

7. The 2021/22 revenue funding and income is summarised in Table 1 below. Further details are provided in Appendix 1 and details of support services and Capital Charges are shown in Appendix 2.

Table 1

	£'000	%
Core grant	70,174	44.82%
Business Rates Premium	16,896	10.79%
Specific Government Grants	51,340	32.79%
Partnership Funding	13,140	8.39%
Fees and charges	4,340	2.77%
Corporation - Contact Centre	680	0.43%
Adjustments	(2,630)	
Total Funding and Income	153,940	

8. The items shown in Table 1 above provides the Gross Budget. The Core Grant and the funding from CoLC is held by the Police Authority until the end of the financial year, providing an in-year Net Budget £85.1m, after adjusting for capital financing (£1.2m) and Action Fraud loan repayment (£1.5m) totalling £2.7m. The Chief Officer Cash Limited Budget is £85.1m.
9. Table 2 shows the 2020/21 net revenue budget, projected year end outturn, variances and the 2021/22 budget. Underspends / positive variances are shown in brackets:
10. The pay budget build has been based on the full establishment shown above;

	Officer £'m	Staff £'m	Total £'m
Gross pay build	64.8	27.3	92.1
Pay freeze savings	(0.6)	(0.3)	(0.9)
Probationer saving	(1.6)	0.0	(1.6)
Vac Factor	(1.7)	(0.7)	(2.4)
Net Budget	60.9	26.3	87.2
Add allowance	0.6	0.0	0.6
Pay budget excl Year 2 Uplift	61.5	26.3	87.8
Year 2 uplift	2.0	0.0	2.0
21/22 Pay savings	(2.3)	(0.9)	(3.2)
Final 21/22 Budget	61.2	25.4	86.6

Table 2

	20/21 Budget £m	20/21 Projected Outturn £m	20/21 Projected Variance £m	21/22 Final Budget
Pay				
Officers – net	60.6	57.8	(2.8)	61.2
Staff – net	26.0	25.4	(0.6)	25.4
Overtime	2.2	1.8	(0.3)	2.2
Agency	1.6	1.2	(0.3)	1.1
Indirect employee costs	2.3	2.4	0.1	2.2
Pensions Contrib.	23.0	23.0	0.0	23.0
Total Pay	115.6	111.7	(3.9)	115.1
Premise Costs	2.6	2.5	(0.1)	2.5
Transport Costs	2.0	2.2	0.2	2.2
Supplies and Services	23.0	23.2	0.2	22.8
Third Party Payment	1.4	1.2	(0.2)	1.5
Recharges from CoLC	3.4	3.4	0.0	3.1
IT - paid to CoLC	7.3	7.3	0.0	6.8
Non-Pay	39.7	39.9	0.1	38.9
Total Expenditure	155.3	151.6	(3.7)	154.0

11. The officer and staff budgets include the full establishment of 1,396 with a vacancy factor of 40 posts (attrition) which equates to £2.4m.

12. The premises budget has been adjusted for the closure of Snow Hill and Wood Street (£1.1m), and with the addition of New Street (£1m).
13. A breakdown of the £22.8m Supplies and Services budget is shown in Appendix 3.
14. Members have requested clarification around the split between National Lead Force and Local Policing. Further work is required to provide this, which will be incorporated in future reports.
15. As shown in Table 2 above, the pay budget decreased from £115.6m in 2020/21 to £115.1m in 2021/22. The main reasons for this are:
- Pay progression (No pay award)
 - Vacancy factor (attrition) of £2.4m across the workforce, which equates to approximately 40 vacancies.
 - Inclusion of Year 2 National uplift of 41 officers.
 - £0.5m savings to be found from NEP rollout
 - £0.4m from average salary reduction through recruitment
 - Additional £2.3m savings to be found by the deletion of 37 Officer posts as a consequence of 12% funding cut from the Corporation

Table 3 below provides a breakdown on non-pay expenditure, further details are shown in Appendix 3:

Table 3

	20/21 Budget	20/21 Projected Outturn	20/21 Projected Variance	21/22 Draft budget
Premise Costs – running costs for Bishopsgate and Wood Street in 2020/21 and Bishopsgate and New Street for 2021/22	2.6	2.5	(0.1)	2.5
Transport Costs – fleet repairs and maintenance, hire cars and ATOC	2.0	2.2	0.2	2.2
Supplies and Services	23.0	23.2	0.2	22.8
Recharges to CoLC – IT, Procurement, Finance, Payroll, Internal Audit, Legal, City Surveyors	12.2	12.0	(0.2)	11.4
Unallocated Savings – as set out in the summary above.	(1.8)	(1.8)	0.0	0
Non-Pay	37.9	38.1	0.2	38.9

16. The IT budget has been reduced by £0.8m to be in respect of NEP savings.

17. Members have previously agreed some of the 2020/21 underspend will be utilised for Action Fraud to alleviate any impact upon the 2021/22 revenue budget. We are anticipating costs relating to Action Fraud in meeting contractual obligations (procurement, licence fees and exit/contract extension) in the region of £4m at this stage. The supplier contract is due to expire in February 2022 and it is anticipated that this will generate an additional revenue pressure for the 2021/22 budget. It is anticipated that the Home Office may provide some capital funding for the Next Generation, but a significant revenue pressure is projected for 2022/23 financial year, subject to funding decisions.

Income

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

Table 4 - 2021/22 Income and Funding Streams

£'m		£'m		
Core grant and Business Rates		85.12		
<i>of which;</i>				
Home Office	70.17			
Business Rates Premium Corporation - Contact Centre	16.90			
	0.68			
Total Funding	87.75			
Less				
Capital priorities Financing	(0.75)			
AF loan repayment	(1.50)			
ULEZ loan repayment	(0.38)			
	85.12			
		Government Grants	51.3	Responsible lead
		Pension Grants	23.00	LT
		NFIB	10.79	SA
		Tactical Firearms Group	5.12	GF
		Economic Crime Capability	2.91	AN
		NLF	2.50	PS
		NCSP ECVCU	2.24	JVP
		National Cyber Security Programme	1.22	JVP
		National Cyber Security Programme - out of hours	1.02	JVP
		Project Servator	0.74	GF
		NCSP - Protect	0.61	JVP
		Marine Support	0.37	GF
		OACU - Overseas Anti-Corruption Unit	0.07	NC
		Other	0.66	MISC
		Partnerships	13.1	Responsible lead
		UK payments administration LTD	2.69	GR
		TFL Recharge	2.20	KT
		Association of British Insurers	4.31	TH
		Intellectual Property Office	2.05	NC
		Tactical Firearms Group	0.30	GF
		Police Secondments	0.30	MC
		Lloyds	0.41	AB
		Cyber Griffin	0.70	CM
		Tower Bridge	0.10	AM

Fees and charges	4.4	Responsible lead
ECD - Economic Crime Academy	0.9	GW
Bank of England Policing	1.0	GF
POCA	0.8	AB
Information Management	0.1	GBH
International Training and Development Team	0.4	TR
Criminal Justice Unit	0.3	DF
Tactical Firearms Group Training	0.2	GF
Other	0.7	MISC

Note: £23m Police Pension grant relates to the contribution to the Officers pension scheme which is fully funded by Home Office grant.

19. CoLP will become the National Cyber lead force from April 2020/21. Funding is paid via a grant which is not incorporated in the CoLP base budget and will be kept separate. This amounts to approximately £17.5m Home Office grant and 10.6 FTE. This will be managed separately to CoLP's budget.

Emerging Risks

20. There are significant additional risks to the remaining budgets. It has been confirmed that the Counter Terrorism Grant (£7m) will be reduced with the equivalent of 20 officers over 5 years from 2021/22.
21. The TfL Grant (£2m) for roadside policing is also at risk due to the overall financial position for TfL. TfL have informed us that the current level of grant will be rolled forward to 2021/22 at a flat rate, however, it is not yet known if the TfL will have sufficient funding available due to the reduction in public transport during Covid19. Ongoing discussions with TfL are currently in progress.
22. It is also anticipated that CoLP may incur £2.2m procurement costs in relation to Action Fraud the Next Generation. Some funding may be available from the Home Office, however, the extent of any potential funding is not yet known.
23. There is a risk that the Corporation will withdraw funding for Cyber Griffin from 2020/21, which will add an additional budget pressure £0.4m.
24. The deletion of 37 police officer posts will require discussions with the Home Office in relation to funding for the national uplift. A formal request has been

made to re-set of the agreed baseline upon which the national uplift was calculated, and a formal response is anticipated in due course.

25. Following a court ruling on reforms to public sector pensions, known as the McCloud case, there is a risk that some retired police officers may have been discriminated against and due compensation. At present the extent of this is uncertain and there is no guarantee that the Home Office will fund the payments.

Individually and collectively, these risks could increase the pressures on the Police budget.

Workforce planning

26. Robust workforce planning is an essential tool to ensure good financial management is in place. The 2021/22 budget is based on a detailed and comprehensive workforce plan, which is subject to regular scrutiny by the Commissioner and the Police Authority. The workforce plan includes the projection of starters and leavers throughout the year and the planned probationer intakes for the year.

27. Table 5 below shows the number of Police Officers that are eligible for retirement in the next 5 years:

Table 5

Retirement Year	Number of Police Officers Eligible for retirement
Before 31 March 2020	19
1 April 2020 – 31 March 2021	14
1 April 2021 – 31 March 2022	12
1 April 2022 – 31 March 2023	30
1 April 2023 – 31 March 2024	40
1 April 2024 – 31 March 2025	21
TOTAL	136

28. Table 6 below illustrates the patterns of police officers leaving the Force over the last seven years; on average 5.25 leavers per month. In the current environment it is difficult to project a similar pattern going forward, and it is anticipated that fewer officers and staff will leave purely for career advancement. However, the number of retirements should be fairly accurate.

Table 6



29. We are expecting to recruit 32 probationer in 2021/22, which will help to further reduce the average cost of a police officer.

30. Table 7 below show the Police Staff leavers over the past seven years, on average 5 leavers per month. As illustrated, there is no particular pattern to officers and staff leaving the Force, however, recruitment to vacancies will be tailored to meeting the savings required to operate within the budget envelope. The vacancy factor has been increased from 28 to 40, which is considered appropriate in light of the additional 113 posts added to the workforce.

Table 7



Transform

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

The following high-level benefits were agreed:

- Improved effectiveness
- Improved efficiency
- Improved legitimacy

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

33. The financial implications (savings) identified through the Transform Programme will continue to be incorporated in the 2021/22 Savings Tracker (totalling £6.4m). A working party remains in place to oversee and monitor the Savings Tracker, and regular updates will be presented to Members via the quarterly budget monitoring reports.

Reserves

34. There are currently no Police General Reserves, however, the position is under review.

35. It is anticipated that a small POCA reserve will remain in place at the end of the 2020/21 financial year.

Appendices

Appendix 1- Net Revenue Budgets 2020/21 to 2021/22

Appendix 2-Support Services and Capital Charges

Appendix 3-Supplies and Services Analysis

Contact:

Cecilie Booth

Chief Operating and Chief Financial Officer

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Net Revenue Budgets 2020/21 to 2021/22

	20/21 Budget £m	20/21 Projected Outturn £m	20/21 Projected Variance £m	21/22 Final Budget
Pay				
Officers – net	60.6	57.8	(2.8)	61.2
Staff – net	26.0	25.4	(0.6)	25.4
Overtime	2.2	1.8	(0.3)	2.2
Agency	1.6	1.2	(0.3)	1.1
Indirect employee costs	2.3	2.4	0.1	2.2
Pensions Contrib.	23.0	23.0	0.0	23.0
Total Pay	115.6	111.7	(3.9)	115.1
Premise Costs	2.6	2.5	(0.1)	2.5
Transport Costs	2.0	2.2	0.2	2.2
Supplies and Services	23.0	23.2	0.2	22.8
Third Party Payment	1.4	1.2	(0.2)	1.5
Recharges from CoLC	3.4	3.4	0.0	3.1
IT - paid to CoLC	7.3	7.3	0.0	6.8
Non-Pay	39.7	39.9	0.1	38.9
Total Expenditure	155.3	151.6	(3.7)	154.0
Income				
Specific Grant	(51.5)	(53.3)	(1.8)	(51.3)
Partnership	(13.0)	(12.9)	0.1	(13.1)
Fees & Charges	(4.1)	(3.7)	0.4	(4.4)
Total Income	(68.6)	(69.9)	(1.3)	(68.8)
Funding	(84.9)	(84.9)	0.0	(85.1)
Underlying Deficit	1.8	(3.2)	(5.0)	(0.0)

Support Services and Capital Charges

Support Services & Capital Charges from/to Police Committee	Original Budget 2020/21 £'000	Draft Budget 2021/22 £'000	Note Ref
Support Services and Capital Charges			
City Surveyor's Employee Recharge	135	125	
Insurance	401	409	
IT Recharges – Chamberlain	357	279	
Capital Charges	5,655	5,655	
Capital Contras	(5,590)	(5,590)	
Notional capital charges	0	0	
Admin Buildings	1,387	1,245	(i)
Support Services	1,201	1,138	(ii)
Total	3,546	3,261	
Recharges Within Fund			
Licence fees – Port Health & Environmental Services Committee	18	18	
Total	18	18	
Recharges Across Funds			
Heating Recharge - Finance - Guildhall Admin	90	90	
Policing the Bridges	(242)	(305)	
Remembrancer's Recharge - Policy & Resources - City's Cash	22	28	
Total	(130)	(187)	
TOTAL POLICE COMMITTEE	3,434	3,092	

Notes:

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

Supplies and Services analysis

Supplies and Services	20/21 Latest Budget	20/21 Forecast	20/21 Proj Variance	21/22 Draft budget
	£m	£m	£m	£m
Action Fraud	6.7	6.6	(0.1)	6.8
NCSP expenditure	2.0	2.0	0.0	1.2
Economic Crime Capability	2.2	2.1	(0.1)	2.2
Professional Fees	5.3	5.7	0.5	6.4
Equipment	2.2	2.1	(0.1)	2.1
Computer Licences	0.5	0.5	0.1	0.5
Legal Fees/Costs	0.5	0.5	0.0	0.3
Uniforms/Clothing	0.4	0.4	0.0	0.4
Subsistence	0.3	0.2	(0.1)	0.3
Medical Fees	0.3	0.3	0.0	0.3
Internet/Web	0.2	0.2	0.0	0.2
Catering	0.2	0.2	0.0	0.2
Consultants Fees	0.2	0.2	(0.0)	0.2
Management Fees	0.2	0.2	0.0	0.1
Security	0.2	0.3	0.2	0.0
Mobile Phones	0.2	0.1	(0.0)	0.2
Misc	1.6	1.5	(0.1)	1.3
	23.0	23.2	0.2	22.8

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Committee(s)	Date(s):
Police Authority Board For Decision	25 th March 2021
Subject: Draft Revised Policing Plan 2020-2023	Public
Report of: Commissioner of Police	For Decision
Report author: Head of Strategic Development	

Summary

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

The Force and Court of Common Council (in its capacity as a police authority) are required to continue to publish a policing plan by the Police Act 1996 due to being exempt from the legislative requirement to publish a police and crime plan. A revised plan must be published by 31st March 2021.

Earlier iterations of the plan have been shared with Members and Officers on several occasions, which has included dedicated workshops. A draft of the plan was briefed to the Court of Common Council on 5th March 2021.

The final version appended to this report reflects the considerable amount of feedback received and consequently is a significantly amended document compared to the year 1 version of the plan, which was approved by your Board in March 2020.

At the time this draft was developed there are outstanding matters relating to budget and establishment that are being considered by your Board. It might be necessary therefore to slightly amend those elements of the policing plan pending any decision made on budget and establishment.

Recommendation(s):

- Your Board adopts the Draft Policing Plan 2020-23 appended to this report as the Policing Plan for the City of London, subject to any further amendments agreed by your Board and the Commissioner;
- Following approval, the plan is published on the internet by 31st March 2021.

Main Report

Background

1. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans¹. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The Force and your Board continues to be governed by the relevant

¹ Police Reform and Social Responsibility Act 2011

sections of the Police Act 1996 with respect to the publication of policing plans.² However, where possible the Force and Authority has resolved to align the format of its policing plan with the general requirements of policing and crime plans.

2. The responsibility for drafting the policing plan and advising a police authority on its contents remains with the Commissioner of Police. However, guidance and legislation are clear that the police authority must approve, own and issue the published plan.

Current Position

3. The Police Act 1996³ requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
 - i. the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
 - ii. its policing objectives for the policing of its area and the discharge by the City of London Police of its national or international functions during that year.
4. Although the plan covers a period of three years, there is a requirement to review and republish the plan annually. The current 2020-2023 plan was approved by your Board at its meeting in March 2020.
5. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.⁴ Such priorities are currently articulated by the Strategic Policing Requirement; the Force's approach to this appears in the draft plan. Additionally, the plan takes account of Government policy statements regarding reducing crime, addressing antisocial behaviour (ASB), supporting the vulnerable, accountability and value for money.

Developing the plan

6. Although the plan covers 3 years, a comprehensive policing plan review process is conducted each year which informs its ongoing development. That process considers any changes to legislation and Government policy, the Force's and City of London Corporation's risk registers, formal partnership obligations and the results of consultation and engagement activities.
7. Members of your Board continue to be instrumental in shaping the plan through participation at workshops and meetings. For this iteration of the plan, that has resulted in some significant changes to the document particularly relating to the prominence of the Force's national role in tackling economic and cyber-related crime, the inclusion of the Force's Equality and Inclusion Strategy, and numerous references to the impact that Covid has had on policing.

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

³ S.6ZB as above

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

8. Members will be aware that operational priorities are only set following a robust review of intelligence, threat, national drivers, and results of engagement activities. The resulting range of priorities mirrors the range of roles fulfilled by the Force, from pan-London and national responsibilities (counter terrorism, fraud, and public order) to addressing City-specific, community concerns around volume crime and road safety.
9. Community engagement also shapes the plan; with the results of the annual community survey are reflected in the plan.

Finance

10. The plan must contain details of the Force's budget and establishment. At the time the draft plan was developed, there are outstanding matters to be agreed by your Board relating to budget and establishment. It might, therefore, be necessary to slightly amend the draft plan prior to publication to reflect any decision made by your Board.
11. The plan additionally includes details of how the Force intends to address its continuing budgetary challenges, including additional references to the Transform programme.

Publishing the plan

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

Proposals

13. This Report proposes:
 - Your Board adopts the Draft Policing Plan 2020-23 appended to this report as the Policing Plan for the City of London, subject to any additional amendments agreed by your Board and Commissioner; and
 - Following approval, the plan is published on the internet by 31st March 2021.

Strategic Implications

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

Conclusion

16. Issuing and publishing a Policing Plan remains a statutory obligation on the Force and Court of Common Council in its capacity as police authority. The Policing Plan appended to this report is compliant with current guidance on those matters

policing plans must address. Accordingly, your Board is invited to adopt the proposed Plan as the Policing Plan for the City of London.

Attached Papers:

Draft Revised City of London Police Policing Plan 2020-23

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City of London Policing plan

2020 - 2023



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Foreword from the Commissioner and Chair of the Police Authority Board

I am pleased to present to you our refreshed plan for policing the City of London over the second year of our 3 years plan.

Policing has faced many difficult challenges over recent years, but perhaps none have been as unexpected and wide-ranging as the challenges presented by the Covid-19 pandemic. Last year, I reported the first significant increase in the number of officers for the City of London since 2011, to enhance our ability to meet future challenges. Whilst some crime types have naturally declined over the past year as a result of the restrictions put in place to mitigate the impact of the pandemic, the threat from crime, and particularly the most serious types of crime, has not gone away. Both fraud and cyber-crime have increased. Fraudsters seized criminal opportunities linked to the pandemic and we led a national police response to protect the public from emerging covid-19 fraud threats.

My primary aim remains to protect the people and infrastructure of the City of London, ensuring the Square Mile remains a safe place to live, work and visit. This is especially important as life returns to normal over the course of 2021 and we can expect the City to be once again the vibrant professional, cultural and tourist centre it has become in recent years. The priorities outlined in this plan address these threats as well as the concerns raised by you, which includes antisocial behaviour and supporting victims of crime.

This Plan also details how we will discharge our obligations as the national policing lead for economic and cyber-crime. Our national role is crucial to providing a robust response to fraud and cyber-crime and given the economic importance of the City of London to the country, has a direct benefit to local communities.

The Black Lives Matter movement, which emerged during 2020 was a timely reminder of the importance that diversity and fairness, one of our values, plays in private and public life. We have included in this version of the plan details of our new Equality and Inclusion Strategy, which will ensure we can continue to build on our achievements to date.

I will ensure this plan continues to be reviewed annually to reflect and respond to emerging threats and to ensure we provide the best possible policing service to the City of London.

Ian Dyson QPM

Commissioner of Police for the City of London



The Police Authority's vision for the City is to make it the safest business district in the world; it's vision for the Force is for it to continue to be world-leading in its specialisms for protective security and tackling economic crime.

While the Covid pandemic has significantly reduced footfall in the City, our number one priority continues to be dealing with the threat from terrorism. The City Police is recognised nationally as a specialist in protective security and a secure Square Mile is one of the reasons businesses choose to locate to London and the City. The City Police will continue to work closely with partner agencies to prevent terrorist attacks against the City and its many iconic targets, as well as everyone who lives in, works in, or visits the City.

Financial and related professional services also choose the UK, London and the Square Mile as a place to locate and do business for the access to capital markets, strong regulatory regime and our approach to dealing with and tackling economic crime. It is why the Force's role as National Lead Force role for Fraud is so important. Fraud, once perceived by many as 'victimless crime' against banks and insurers, now targets everyone every day and comprises one-in-three crimes across the country. The Police Authority Board is committed to ensuring the City and the UK remains a hostile place for fraud and cyber enabled crime and on the national stage. We applaud the Force's recent successes in combatting

Covid related fraud but there needs to be much more work and investment across the system as a whole.

Policing in the UK is policing by consent. To have an effective police service it is important that it has the confidence of the community it polices. The Police Authority Board has an important role to play in securing that trust and in strengthening diversity and inclusivity in the City Police. We will ensure the work

that is already done in this area supports the work of the City Corporation's Tackling Racism Taskforce, ensuring the elimination of bias and a zero tolerance towards racism is embedded at every level of the Force.

The City of London Police is of fundamental importance to the City of London and its business and residential communities. The Police Authority Board will continue to challenge and support the City Police to build on its track record of being a specialist in protective security and in tackling fraud in order to deliver the priorities set out in this Policing Plan.

James Thomson

Chair of the City of London Police Authority Board

At a glance

OUR AREA



As national policing lead for fraud and cyber-crime, our area extends to the national and international

As the police force for the City of London we police one of the most important financial centres in the world and the economic heart of the United Kingdom.

The City of London is one square mile with 8,700 residents, and in a usual year 513,000 workers per day and over 18 million visitors annually

It is home to countless sites of historic, cultural and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England and the Stock Exchange.

OUR ROLE



We are the national policing lead in tackling economic and cyber-crime, including operating Action Fraud and the National Fraud Intelligence Bureau.

We protect the people, places and infrastructure of the City of London, preventing and investigating crime to ensure the City of London remains a safe and low crime area in which to live work or visit.

PRIORITIES



Providing an excellent policing service, locally, nationally and internationally, delivered by:

Leading nationally on the policing response to fraud and cyber crime

Protecting the City of London from terrorism and serious organised crime

Maintaining a strong focus on local policing, including antisocial behaviour, public disorder, roads police, vulnerability and low levels of violent and acquisitive crime.

ABOUT US



Operating budget £153.2m
924 officers
506 staff

Organised across:
National Lead Force for Economic and Cyber-crime

Local Policing

Specialist Operations

Operational and Business Support (HR/Finance/Estates)

HQ Functions (Strategy, Governance, Change, Professional Standards, Strategic and Business Insights and Corporate Communications).

We have refreshed our Policing Plan. This and the following page summarises our ambitions, priorities and approach, showing what we stand for and how we operate.

We are a national police force with a strong local focus and international reach. Our vision is to provide an excellent policing service.

Our ambition is to make the City of London the safest city area in the world and be UK leaders in tackling Economic and Cyber Crime. To achieve this, we will focus on the following operational priorities. (See pages 9-16 for the priorities in detail)



Economic and Cyber crime



Counter Terrorism



Serious organised crime



Violent and acquisitive crime



Local policing

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We will protect the public and reduce the harm from fraud by providing national leadership and coordinated services that are valued by policing and meet the needs of victims. We will also lead the policing response to wider economic and cyber-crime threats.

We will continue to work tirelessly with partners in law enforcement and other agencies to protect the Square Mile from this threat and be leaders in the provision of protective security.

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

Working with the Safer City Partnership and with a focus on crime prevention, we will ensure levels of violent and acquisitive remain low in the City of London.

Our focus on local policing (which includes roads policing, public order, antisocial behaviour and vulnerability) will ensure the City of London remains a safe, low crime area for all those that live, work or visit here.

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

Our priorities also support delivering our obligations under the Strategic Policing Requirement, which addresses those threats that transcend force borders and require a coordinated or aggregated response. Currently those threats are terrorism, civil emergencies, serious organised crime, public order, a national cyber security incident and child sexual abuse.



Our Corporate Plan 2018-23 sets out what exceptional looks like through five ambitions.

01

Making the City of London the safest City area in the world, regarded as a centre of excellence for protective security. We will use state of the art technology to protect the City of London and put us at the forefront of criminal investigation in a rapidly evolving landscape of crime.

02

Deliver a policing service that is valued by those who live, work and visit the City of London, or are victims of fraud or cyber enabled crime nationally.

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03

Be a police force with global influence and impact. We will use our expertise internationally through having a physical presence in key international locations to prevent crime, share best practice and thereby benefit the communities of the City of London and the UK

04

Build new ethical economical partnerships. We will develop innovative public and private partnerships that benefit the City of London and lead to new ways of working.

05

To have an innovative, skilled, agile and diverse workforce in a culture that is inclusive and supports and empowers our people. We recognise this is essential and underpins the successful delivery of our ambitions. We will identify, harness, reward and retain talent, championing a culture of responsibility, inclusivity and opportunity.



Underpinning our approach to everything is our Equality and Inclusion Strategy, our commitment to ensuring that we promote equality, inclusion and human rights in everything that we do, whether that is the way we engage with and police our communities, or the culture of our organisation. (see page 17)

Our policing plan must take account the views of our communities

You told us about the things that concern you most



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We listened to your concerns and have ensured our policing plan priorities address them. For 2 years running, your top concerns have been terrorism, road safety and antisocial behaviour, all of which are reflected in the policing priorities for the City of London.

Tackling terrorism and ensuring the continuing safety of the City of London will remain a key priority. Our specialist approach to protective security ensures the City of London remains a safe and secure environment.

Violence and theft represent the highest volume of crime in the City of London. The impact of the Covid pandemic means that levels of these crimes reduced significantly over 2020-21, however, we are committed to maintaining low levels of violent crime and theft as a priority area.

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

Our local policing priority encompasses roads policing, which supports road safety, and includes tackling drunkenness, rowdiness and antisocial behaviour. Public disorder in the City and dealing with certain types of vulnerability (mental-health related issues, attempted suicide and rough sleeping) is also addressed within this priority. More detail is given about our priorities over the following 8 pages.



The national policing lead for Economic and Cyber crime

In 2020 the Commissioner of City of London Police became the National Police Chiefs' Council (NPCC) Lead for Cyber Crime, as well as Economic Crime. Our role involves setting the national policing strategy and providing operational leadership and coordination of these threats. This is in addition to our responsibilities as the National Lead Force for Fraud.

In this role we will continue to lead projects to transform fraud and cyber capabilities across policing. As most fraud is internet-enabled there are areas where these capabilities overlap. As the national lead for economic and cyber-crime we will seek opportunities for closer alignment of fraud and cyber-crime through development of a joint capability strategy. We will also refresh the National Fraud Policing Strategy published in 2019.

Together with the City of London Corporation we have the unique ability to position the UK as the world-leader in tackling economic and cyber-crime, working across the private sector, the National Economic Crime Centre (NECC), the National Cyber Security Centre (NCSC) and wider policing. We have strong relationships with organisations who have made a substantial investment into our work to tackle fraud nationally. Together, we continue to make efforts to include economic crime as a priority in the national Strategic Policing Requirement.

Key facts

- According to the Crime Survey of England & Wales, fraud and cyber-crime account for a third of all crime with an estimated 4.7 million offences committed in a year.
- There has been a 41% increase in reports to Action Fraud over the last four years
- Last year Action Fraud identified and supported 2,000 highly vulnerable victims requiring immediate protection including around 300 individuals in risk to life incidents or at risk of suicide or self-harm
- Without Action Fraud and the NFIB about a million additional contacts would be made to police 999/101 centres per year and about 600,000 reports would have to be recorded.

Over the course of 2020-21 we:

- developed 33,000 crimes for sending on to police forces;
- took down 30,000 fraudulent websites;
- removed 1,200 social media accounts involved in fraud;
- alerted the financial sector to nearly 9000 bank accounts and compromised credit cards linked to fraud with a value of almost £58m
- delivered fraud and cyber crime prevention messaging seen by the public on Twitter and Facebook over 40 million times

National Lead Force - protecting the City of London and more widely the UK from the threat of fraud

As National Lead Force, we have developed a plan to improve the response to fraud based around five outcomes:

The public has confidence in the Action Fraud reporting service.

01

People and organisations are prevented from being victims of fraud, and victims are supported.

02

People and organisations are prevented from being victims of fraud, and victims are supported.

03

Police resources are deployed efficiently and effectively against fraud threats.

04

Policing has the capability and capacity to detect, disrupt and deter perpetrators of fraud.

05

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These outcomes align closely with the National Fraud Policing Strategy aims and NCCFCC fraud objectives.

As National Lead Force we take on the serious and complex fraud cases which would not be tackled by local or regional policing. Our national caseload is over 600 investigations affecting over 10,000 victims. We are increasingly moving towards a more pro-active and efficient use of resources across law enforcement to tackle economic criminals. In 2020 we established a Lead Force Operations Room to better support forces and coordinate national policing operations against priority threats (most recently romance fraud).

Together with forces and regions, we are building capacity and capability within the UK by continuing to provide solutions that tackle this ever-increasing threat. To support this, we trained over 600 officers between 2018 and 2019 in serious fraud investigations, and over 200 fraud investigators in 2020, and continually seek to improve our services to them.

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

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



Priority activities

- Action Fraud reporting will be accessible and provided through both online and offline channels
- All victims will be provided with an update on their report within 28 days
- All victims reporting to Action Fraud will be provided with crime prevention advice and information about support services to prevent repeat victimisation
- Investigative opportunities will be maximised through timely disseminations to law enforcement agencies from the National Fraud Intelligence Bureau
- Organised crime groups linked to City of London Police investigations will be mapped and disrupted
- Fraud investigation will be professionalised through training and continuous professional development programmes that incorporate good practice and emerging threats to ensure skills remain relevant.

National Lead Force success measures

- 95% of survey respondents are satisfied with the Action Fraud reporting service (telephone and online)
- 90% of surveyed respondents have improved knowledge of fraud threats and protective behaviours following engagement events / direct communications
- The number of judicial outcomes recorded by policing is increased through coordinated campaigns
- City of London Police organised crime groups (OCGs) disruptions are sustained (with higher proportion of major disruptions or seek to increase disruptions against higher harm OCGs)
- Increase use of serious crime prevention and other ancillary orders
- Economic Crime Academy delegate training numbers are sustained with 90% satisfaction rate



Cyber-crime

The NPCC Cybercrime Programme supports the UK Government's National Cyber Security Strategy and Serious & Organised Crime Strategy. The Programme is focused on developing the capacity and capability of policing to tackle cyber dependent crime effectively. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre (GCHQ) and Home Office.

The Programme has delivered Cyber Crime Units in every force in England & Wales and Dark Web Operational Teams in every region, providing a comprehensive victim focused service meeting the NPCC Force Cybercrime Unit Minimum Capability Standard.

The Programme has over 30 projects building capacity and capability in areas such as training and development; equipment, technology, policy and process. National procurement has led to efficiencies of nearly £9m and the delivery of world leading capabilities for forces and regions. The Programme also supports the operational response to major cyber incidents and oversees operational performance nationally. 2019/20 saw a 125% increase in arrests and 118% increase in charges.

The Programme has built an effective, integrated policing capability at the local, regional and national level able to respond to major cyber incidents and reported cybercrime across PURSUE, PROTECT, PREPARE and PREVENT.

Our focus over the next year is to become more data and intelligence driven. We will achieve this through a powerful enhancement of our collaboration with business. We need to move into the future exploiting the opportunities that modern technology and big data brings. Through working with business large and small, we can start to gather, analyse and use threat data in real time and at scale. Alerting organisations to attacks to help them protect themselves and deliver a timelier impactful policing response – whether that is Pursuing UK based criminals, delivering more relevant Protect messaging faster and Preventing more young people from engaging in cybercrime.



Counter Terrorism – ensuring the City of London is prepared for and protected from the threat of terrorism

The threat from terrorism and extremism remains high and is becoming more diverse and complex in how it is manifested. The City of London's historical, cultural and economic importance means that it will always be an attractive target for those intent on causing high profile disruption. Over recent years we have worked hard to strengthen engagement with our community, and we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity. Our strategies and approach to dealing with terrorism means we are fully able to support the Strategic Policing Requirement, and the national CONTEST strategy, which addresses the most serious threats nationally and which transcend force boundaries. Our national and international role in the training of Project Servator (behavioural detection deployments) helps to protect not only the whole United Kingdom. Our priority activities below support the national strategy of preventing people turning to terrorism, pursuing those who plot to carry out attacks, strengthening our protection against a terrorist attack and preparing to mitigate the impact of any attack. By continuing to protect the City of London from terrorism we continue to protect the UK's interests.

Priority activities

- Provide up to date protective security advice and guidance to residents and businesses
- Use intelligence and analysis to target the deployment of resources to deter, detect and disrupt terrorism
- Engage with groups and individuals to prevent them from turning to terrorism and extremism
- Work with City businesses to improve awareness and response capabilities in organisations across the City
- Deploy unpredictable Project Servator patrols to disrupt terrorism, including attack planning activity such as hostile reconnaissance

- Support the City of London Corporation lead in educating staff from partner agencies and the voluntary sector with regard to preventing terrorism
- Engage with our community (including City businesses, schools, other institutions and stakeholders) to identify any venues or individuals who may be engaged in extremist rhetoric

Success measures

- An increased percentage of people who are surveyed who feel the City of London Police are prepared to respond to a terrorist attack
- An increased percentage of Project Servator stops that result in a positive outcome
- An increased number of hostile reconnaissance reports received by the Force, demonstrating a higher level of awareness in the community and confidence to report issues to the police

Serious Organised Crime - ensuring we have the capacity and capability to tackle serious organised crime effectively to protect the Square Mile and the City of London is viewed as a hostile environment for organised crime groups

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

Priority activities

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- **CYBER CRIME:** be flexible across geographical boundaries in tackling cyber crime and identify and disrupt ongoing cyber crime impacting the City of London.
- **DRUGS:** through our Drug Risk Reduction Strategy, tackle the organised crime groups (OCGs) operating in the City of London. Strengthen our approach to County Lines (HMICFRS area for improvement).
- **MODERN SLAVERY and HUMAN TRAFFICKING:** engage with hotels, licensed premises and hard to reach groups to identify vulnerable people and use the National Referral Mechanism for any suspected offences of human trafficking.
- **CHILD CRIMINAL ABUSE:** through our public protection unit we will provide a specialist and effective response to all issues relating to child protection. We will continue to work closely with our partner agencies, including Children's Social Care, and use all available multi-agency risk procedures to safeguard children.

Success measures

- An increase in the number of organised crime groups disrupted
- A reduction in the percentage of people who are surveyed who consider drugs a problem in the City of London
- A reduction in the number of cyber enabled crimes
- Maintain Force use of multi-agency interventions or investigations supported or coordinated to safeguard children



Violent and acquisitive crime priority - ensuring levels of these crimes remain low and the City of London is a safe, low crime area

Despite low overall crime levels in the City of London, making it one of the safest places in the country, increases in violent and acquisitive crime since 2017 have been unacceptably high. During the Covid pandemic, closure of leisure and hospitality facilities and the consequent dramatic reduction in footfall has resulted in significant in year reductions in these areas of criminality. This presents a false picture, and as footfall increases again and the night time economy revives, we expect there to be a commensurate increase in levels of crime. We will work hard however, to ensure that we use the opportunity this presents to maintain these levels remain as low as a possible. We will continue to focus on those areas that cause the greatest harm and which our community tells us are the most important to them.

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Priority activities

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

Success measures

- A reduction in the number of victim-based violent crimes compared to 2019/20 levels
- A reduction in the number of victim-based acquisitive crimes compared to 2019/20 levels
- A reduction in the re-offending rate of people committing violent and acquisitive crime
- An increase in the percentage of people satisfied that they have received a professional service following reporting a crime



Local policing priority - the City of London is a safe, low crime area with low levels of antisocial behaviour

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

Priority activities

- We will embed our Sector Policing approach to policing the City of London, which will enhance our accountability and response to the areas below.
- **ROADS POLICING:** Undertake visible enforcement activities to deter road users from breaking traffic laws and putting other road users at risk together with proactively targeting offenders who use the roads to cause danger to other road users.
- **ANTISOCIAL BEHAVIOUR:** Engage with community groups and partners to identify and address the ASB concerns of individuals and groups. Together with our partners, make best use of available tools to deal with incidents, including levels of drunkenness and rowdiness.
- **PUBLIC DISORDER:** Work in partnership with the City of London Corporation and other stakeholders to support the planning for large scale events with a proportionate, effective policing plan, and maintain our capability and capacity to respond to public order incidents.
- **VULNERABILITY:** Work closely with partner agencies to support vulnerable people residing in, working in or visiting the City. Ensure officers and staff can appropriately identify and flag those who are vulnerable, using the national Vulnerability Assessment Framework.

Success measures

- Roads policing - a reduction in the percentage of people who are surveyed who consider road safety issues a priority in the City of London
- Antisocial behaviour - a reduction in the percentage of people who are surveyed who consider ASB a priority in the City of London
- Public order - an increase in the number of positive outcomes following arrests resulting from public order incidents
- Vulnerability - an increase in the use of the national vulnerability framework to identify those who are vulnerable so that they receive an appropriate level of service



Equality and Inclusion

We recognise and value the importance of a diverse, representative workforce. During 2020-21, with the assistance of an independent company, we conducted a full review of our approach and response to equality and inclusion. Out of this review a new strategy was developed, representing our commitment to ensuring that we promote equality, inclusion and human rights in everything that we do, whether that is the way we engage with and police our communities, or the culture of our organisation. Whilst this work commenced shortly before the Black Lives Matter movement gained momentum, the review was timely in that it complemented actions taken by us to address the issues that movement raised and coincided with our contribution to the City of London Corporation led Tackling Racism Taskforce.

Our benchmarking found that we have a foundation of legal compliance in place, for instance Public Sector Equality Duty and gender pay gap reporting mechanisms, policies and procedures and staff training. In line with our vision to develop an inclusive, high performing workforce to deliver excellent service however, we want to have progressed to 'established' on the Inclusion Maturity Model (see below) by 2024, moving towards 'integrated' by 2025.

Achievements

- Launched a refreshed Independent Community Scrutiny Group
- Running a Positive Action Leadership Scheme (PALS) as a pilot, focussing initially on BAME officers and staff to support their personal and professional development
- Provided support and training for our Support Networks and Diversity Champions

Priority areas for 2021-22

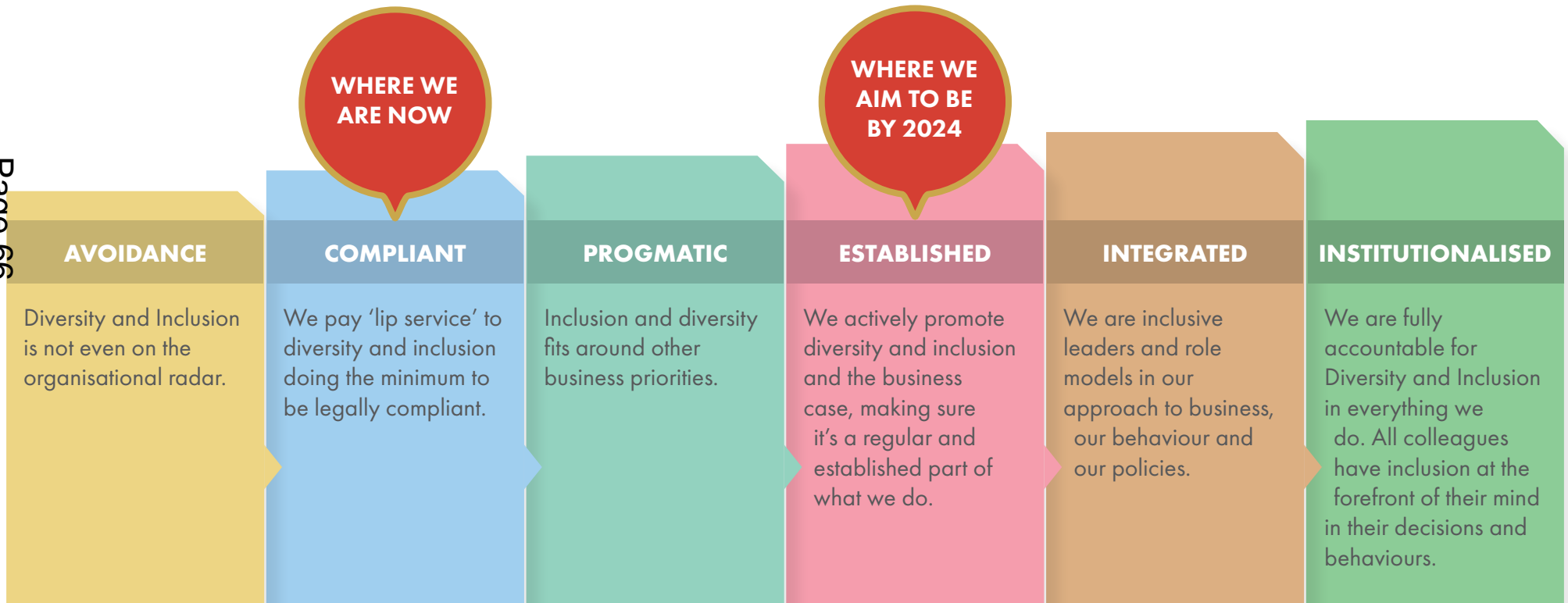
- Reviewing our processes against Equality and inclusion
- Implementing and embedding the priority areas of our Equality and Inclusion action plan
- Improving the diversity of our workforce
- Improving our engagement with diverse and hard to reach communities



Equality and inclusion: where we are now

Inclusion Maturity Model

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Working with our partners

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

Metropolitan Police (MPS) and British Transport Police (BTP)

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

International organisations

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

Safer City Partnership (SCP)

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

City of London Corporation

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

Private Industry associations

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

National Crime Agency (NCA) and National Economic Crime Centre (NECC)

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



Facts and figures that shape our plan

513,000

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

8,700

approximate number of residents living in the City of London

23,580

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

21.1m

visitors (in 2018) spending over £2bn

£75bn

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

75,000

potential additional population following completion of all new skyscrapers being built or in development

2,000

additional hotel rooms (currently 6,200) over the next 2 years

600,000

potential increase in footfall in the City following the opening of Crossrail

2m

potential increase in visitor numbers annually as a result of the City of London's 'Culture Mile'

COVID-19

Over 2020-21 the Covid-19 pandemic has impacted significantly on the number of workers and visitors to the City.

Whilst it is too early to tell how long and how this will continue to impact the City, it is anticipated that as vaccines are rolled out and population immunity is achieved the volume of people in the City will return to pre-covid levels and then rise.

Over the past year we have adapted the way we work. Making the best use of technology non-frontline staff have been able to work remotely with minimum impact on service delivery. We ensured that those who can only work in the City were able to do so in a Covid secure environment. We are actively reviewing ways we can work differently by exploiting the opportunities presented by the pandemic.

We are continuing to work closely with the City of London Corporation across a range of possible scenarios to ensure policing remains focused and relevant to addressing prevailing harm and risk.

Daytime population down 60%

Crime levels down 54% compared to 2019-20

Governance



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

The role of the Police Authority Board is to ensure:

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

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

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

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

* Refers to s151 of the Local Government Act 1972 and refers to the function of the most senior finance officer employed by an organisation



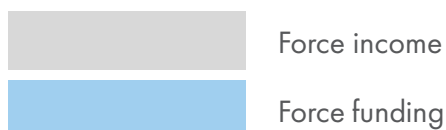
Our finances

Total gross expenditure budget **153.2**

Funded by **£m**

Specific Grant*	(51.1)
Partnership Grant	(13.1)
Fees and Charges	(3.8)
Home Office Core Grant	(64.8)
Business Rate Premium	(11.5)
Precept Grant	(4.6)
Contact Centre Funding	(0.7)
Home Office Pensions Grant	(0.8)
City of London Corporation Funded Growth	(5.4)
Capital Priorities	1.1
Action Fraud Loan Repayment	1.5

*includes £23m pension grant



Of the total budget

- 76% comes from government grants
- 13% comes from the City of London Corporation
- 8% comes from partnership income
- 3% comes from fees and charges

Efficiency

Over 2020-21 we planned to make £5.7m savings and are on course to achieve £5.9m.

Over 2021-22 we plan to save £5.6m

Our Transform Programme will see the implementation of a new operating model so that we can meet the future challenges of policing the Square Mile as well as our national responsibilities around economic crime and protective security. The programme's principal benefits are improved effectiveness, efficiency and legitimacy.

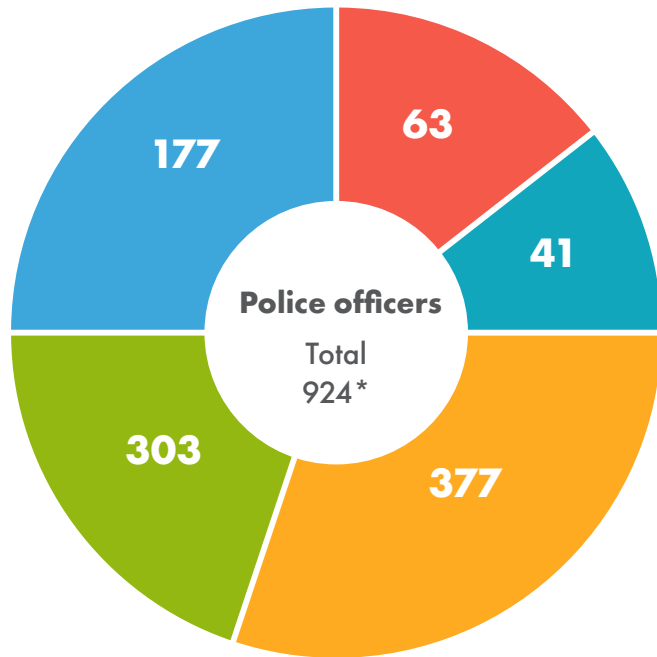
The savings identified through the Transform Programme will be incorporated into our 2021/22 savings plan. A working party is in place to oversee and monitor the savings made, and regular updates on progress are provided to our Police Authority Board.

The areas identified for our 2021/22 savings plan include:

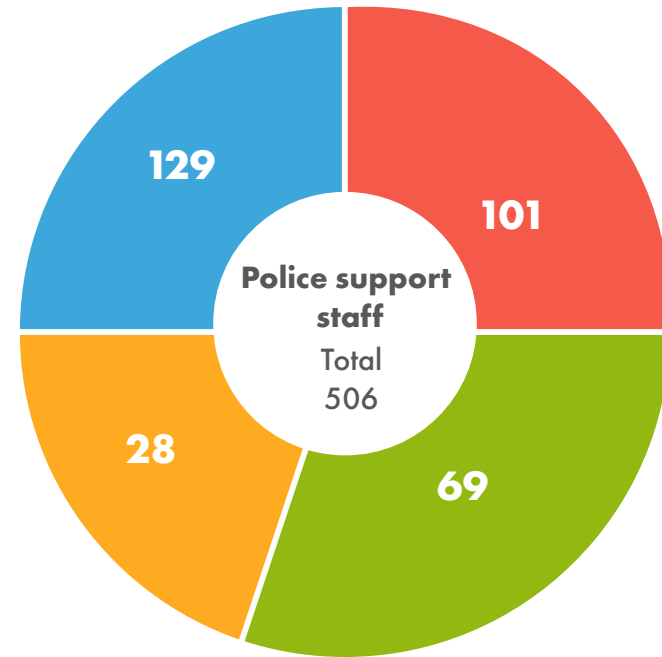
- Reduced average pay costs
- Procurement
- Supplies and services
- Seized assets
- Corporate Plan income
- Increased contributions from funded units
- National Enabling Programme (NEP)

Our people

- Local policing
- Specialist operations
- National lead force (+SOC national uplift)
- HQ and support services
- Year 2 police uplift programme



- Local policing
- Specialist operations
- National lead force
- HQ and support services



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The figures on this page show our budgeted establishment. Our establishment has grown again this year due in the most part to Year 2 of the Police Uplift Programme, which also includes a number of posts dedicated to Serious & Organised Crime, specifically for Fraud nationally.

*Note: this represents a reduction of 37 officers from a planned establishment of 961. At the time of this plan was prepared, where those reductions would be made had not been agreed. The numbers allocated across the directorates in the diagram therefore still total 961.



How we are structured

CITY OF LONDON POLICE HQ

Chief Officer Team – Strategy – Change – Business Insights – Professional Standards – Corporate Communications

City Policing

National Policing

Operational Support

Local Policing

Specialist Operations

National Fraud Policing

Operational and Business Support

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Contact and Response

Sector Policing

City Police Taskforce

Intelligence Services

Protective Services

Investigation Services

Action Fraud and NFIB*

National Fraud Ops and Lead Force Operations Room

Funded Units

Op Support

Business Support (HR/ Finance/ Estates)

Shared Services

Local Policing Services

Specialist Capabilities

Enabling Services



How we performed

Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS) inspect every police force across a range of criteria to ensure forces are delivering expected levels of service and are not failing victims of crime. All of their reports, with the exception of some reports that deal with protective security, are publicly available. In addition to a range of thematic inspections, HMICFRS conducts a rolling programme of 'Integrated PEEL (Police Efficiency, Effectiveness and Legitimacy) Assessments'. HMICFRS grade forces' performance from 'Outstanding' through to 'Good' and 'Requires Improvement' and finally 'Inadequate'.

Efficiency	GOOD
Effectiveness	GOOD
Legitimacy	REQUIRES IMPROVEMENT*
Crime Data Integrity	GOOD
Custody	GOOD

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HMICFRS inspections make recommendations and identify areas for improvement. We report on our progress regarding the implementation of these findings to the Policing Plan and Performance Committee, a sub-committee of the Police Authority Board.


Mackey Review	<p>The City of London Corporation commissioned an independent review of the national 'lead force' responsibilities of the City of London Police and the effectiveness of its investigations in the UK. The review by Sir Craig Mackey was published on 24 January 2020 and contained 15 recommendations.</p> <p>An Implementation Delivery Group was established to drive and oversee progress against the recommendations and is reported to the Police Authority Board and its supporting Committees.</p>
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*The Legitimacy 'Requires Improvement' grading related specifically to the lack of community scrutiny regarding stop and search data and IT software for counter corruption purposes. We have fully addressed both issues.

Contact us


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

 Provide feedback on this plan to: postmaster@cityoflondon.police.uk

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

 Textphone service 18001 101


 Follow us on twitter @CityPolice


 Like us on Facebook


Public enquiries and reporting crime:

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 www.cityoflondon.police.uk

 Bishopsgate Police Station
182 Bishopsgate, London, EC2M 4NP
Open 24 hours

 Headquarters (not open to the public)
City of London Police
Guildhall Yard East, Guildhall Buildings
London
EC2V 5AE

 Anti-terrorist hotline 0800 789 321



Committee(s): Police Authority Board	Date(s): 25 March 2021
Subject: Communications and Engagement Strategy	Public Public (Appendix 1 non public)
Report of: Commissioner of Police Pol 24-21	For Information
Report author: Teresa La Thangue, Communications Director, City of London Police	

Summary

The Communications and Engagement Strategy for the City of London Police is updated annually. For 2021 the Strategy has been comprehensively overhauled to include detailed plans for stakeholder engagement.

Activity under this plan will be delivered in concert with the City of London Corporation's Communications team.

Recommendation

Members are asked to note the report.

Main Report

Background

The Force reviews its Communications and Engagement strategy annually. This Strategy seeks to guide and direct communications and engagement activity across the organisation and is supported by area and issue specific communications plans, such as for economic crime policing, local activity, counter-terrorism and Project Servator, and Equality and Inclusion. The Communications and Engagement Strategy is aligned to the priorities identified under the Policing Plan.

This year's Strategy has been significantly rewritten and incorporates a comprehensive engagement plan to ensure the Force is communicating effectively with key partners and stakeholders.

Communications and engagement activity under this plan will be delivered in concert with the City of London Corporation's Communications team in its role to promote the City of London's Corporation's role as the Police Authority of the City of London Police.

Attached as appendix one is the Tactical Plan we intend to use to support delivery of the Communications and Engagement Strategy. It is asked that appendix one is taken in the non-public part of the agenda.

Appendices

Appendix 1- Non Public Appendix – Tactical Plan

Teresa La Thangue

Communications Director,
City of London Police Corporate Communications
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Promoting the City of London Police

Communications and Engagement Strategy

2021 - 2023



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At a glance

OUR AREA

As national policing lead for fraud and cyber-crime, our area extends to the national and international

As the police force for the City of London we police one of the most important financial centres in the world and the economic heart of the United Kingdom.

The City of London is one square mile with 8,700 residents, and in a usual year 513,000 workers daily and over 18 million visitors annually

It is home to countless sites of historic, cultural and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England and the Stock Exchange.

OUR ROLE

We are the national policing lead in tackling economic and cyber-crime, including operating Action Fraud and the National Fraud Intelligence Bureau.

We protect the people, places and infrastructure of the City of London, preventing and investigating crime to ensure the City of London remains a safe and low crime area in which to live work or visit.

PRIORITIES

Providing an excellent policing service, locally, nationally and internationally, delivered by:

Leading nationally on the policing response to fraud and cyber crime

Protecting the City of London from terrorism and serious organised crime

Maintaining a strong focus on local policing, including antisocial behaviour, public disorder, roads police, vulnerability and low levels of violent and acquisitive crime.

ABOUT US

Operating budget £153.2m
961 officers
506 staff

Organised across:
National Lead Force for Economic and Cyber-crime

Local Policing

Specialist Operations

Operational support functions (HR/Finance/Estates)
HQ Functions (Strategy, Governance, Change, Professional Standards, Strategic and Business Insights and Corporate Communications).

Aim

The City of London Police Communications and Engagement Strategy sits alongside the annual Policing Plan, supporting the priorities identified within while also supporting the Force's ambitions identified within the Corporate Plan, and those of the Corporation of the City of London and the Police Authority Board.

This Communication & Engagement Strategy will support the priorities of the Policing Plan and in doing so promote confidence in our work locally, nationally and internationally with key audiences and stakeholders on key matters such as economic crime, counter-terrorism and stop and search. Our continuing focus on counter-terrorism and protective security supports the City of London and we will illustrate the value and impact of our work in making the City of London the safest City area in the world alongside our national endeavours to combat fraud, the UK's most prolific crime. In doing so, we are supporting the force's Corporate Plan ambitions and through this, our brand mission.

The activity outlined by this plan will be delivered in partnership with the City of London Corporation's strategy to promote their work as the Police Authority Board for the City of London Police.

Whilst the communications strategy will be managed by the Corporate Communications teams in both City of London Police and the City of London Corporation, all business areas will contribute to the delivery of the strategy to ensure maximum reach impact of our messages and influence.

This plan remains an evolving document and will be supported by issue specific plans that will be continually updated to reflect changes to threat and risks, as well as society in general, and provide clear, consistent messages that support the force priorities. This document, as the overarching guiding strategic document, will be updated annually.

Whilst the primary audiences outlined in this strategy are external, we will also mirror with our internal messaging, keeping our people informed and acting as advocates for the service we deliver. Communications activity seeks to spark engagement and conversation with our audiences, and these conversations coupled with the existing cycle of communications evaluation, (including impact measurement and direct feedback), will drive a culture of learning and improvement of future activity.





Objectives

The communication strategy supports the priorities identified in the Policing Plan:

- Providing an excellent policing service, locally, nationally and internationally, delivered through:
- Leading nationally on the policing response to fraud and cyber crime
- Protecting the City of London from terrorism and serious organised crime
- Maintaining a strong focus on local policing, including antisocial behaviour, public disorder, roads police, vulnerability and low levels of violent and acquisitive crime

Issue-specific communications and engagement plans, containing key messages and relevant tactical details, sit alongside the communications strategy to ensure targeted support for the Policing Plan priorities. Additionally, the force's work to promote equality and inclusion across the organisation is also represented with a stand-alone communications plan.

1. National Economic and Cyber crime responsibilities

The National Lead Force's mission is to protect the public and reduce the harm from fraud by providing national leadership and co-ordination services that are valued by policing and meet the needs of victims.

The National Fraud Policing Strategy (2019-2022) was agreed by NPCC (National Police Chief Council) in October 2019 and primarily addresses the 43 police forces in England and Wales. It provides an infrastructure for Chief Constables and Police and Crime Commissioners to guide policing towards common goals.

In February 2020, the NECC (National Economic Command Centre) developed a five-year strategy. Its vision is to 'defend the UK against economic crime, ensuring there is no safe space for its perpetrators'. In a submission to a Home Affairs Select Committee in June 2020, the Director General of the NECC sets out a five-point plan to support the strategy.

In summary, the objectives of the plan are:

- Clearer governance and leadership, at both the political and policy level from the Home Office, and operational level from the National Economic Crime Centre
- A stronger, top down, data driven intelligence capability, to augment the victim reports from Action Fraud
- A protect strategy that recognises we need to design not pursue our way out of fraud
- A pursue approach, using the stronger intelligence picture, targeted at the groups or individuals driving the most harmful fraud
- An improved Action Fraud and victim support system that is more effective, more compassionate and better at reducing repeat victimisation

As National Lead Force, we have a leadership role in the NECC to represent policing and maximise the impact of policing in the whole system fight against fraud. The National Lead Force plan seeks to achieve five outcomes:

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01

The public has confidence in the Action Fraud reporting service

02

People and organisations are prevented from being victims of fraud, and victims are supported (National Fraud Policing Strategy)

03

Police resources are deployed efficiently and effectively against fraud threats (National Fraud Policing Strategy)

04

Fraudsters operating nationally are identified and offending is disrupted

05

Policing has the capability and capacity to detect, disrupt and deter perpetrators of fraud (National Fraud Policing Strategy)



These outcomes align closely with the NECC's objectives and the National Fraud Policing Strategy outcomes. The Communications strategy and accompanying communications plan for economic crime will deliver activity to support the five objectives.

This strategy will promote our role as lead for the National Cybercrime Programme. The programme was initially established to deliver the local capabilities project, establishing force level dedicated cybercrime units across England and Wales. The remit has widened with the programme currently working on over 30 live projects, including national training, the national roll out of the Cyber Tools App, Cyber Resilience Centres, Cryptocurrency training and tools, Police CyberAlarm and the new Cyber Digital Specials and Volunteers program. This activity is all with a view to building a world leading cyber policing capability with access to the best training, tools and technology available.

Corporate Plan Ambitions:

- *To deliver a policing service that is valued*
- *To build new ethical economical partnerships*

2. Protective Security and National Project Servator responsibilities

The strategy will promote the City of London Police as the [Project Servator](#) centre of excellence, using both activity originating in the Square Mile as well as national and international Project Servator initiatives.

Specific objectives are:

- Promoting the City of London Police's role in developing and rolling out Project Servator.
- Promoting Project Servator as the primary method of delivering protective security in the City.
- Enhancing the relationship with the private sector on protective security.

Corporate Plan Ambitions:

- *To be the safest City area in the world*
- *To be a police force with global influence and impact*



3. Local Policing

Key strategic operations and initiatives will be utilised to promote the work of the City of London Police in serving residents and visitors to the Square Mile. Secondary to this the strategy seeks to demonstrate how CoLP is vital to the pan-London law-enforcement landscape. Specific objectives are:

- Promoting crime reduction initiatives in the Square Mile.
- Promoting confidence in the force, with a particular focus on matters such as stop and search.
- Promoting Sector Policing as the key means of enhancing community engagement.

Corporate Plan Ambitions:

Page 84

To be the safest City area in the world
To deliver a policing service that is valued

4. Equality and Inclusion (E&I)

Ensuring we represent the communities we serve through a diverse workforce is key to the force's future. There is a significant amount of work ongoing across the organisation that underpins our approach to equality and inclusion and under this strategy E&I activity will be promoted to appropriate audiences, internally and externally.

Corporate Plan Ambitions:

- *To have an innovative, skilled, agile and diverse workforce in a culture that supports and empowers our people*
- *To deliver a policing service that is valued*



Audiences

Policing is a sector that relies on effective relationships and we are proud that our range of stakeholders and partners is broad and diverse. As an organisation we undertake significant activity to reach and engage with audiences via a range of channels, such as national media engagement or discreet stakeholder management. We remain committed to increasing message penetration with audiences and will continue to explore channels (traditional and digital) to ensure our messages are delivered with impact.

As mentioned, the audiences, both new and existing, that we need to engage are diverse, and therefore call for a targeted approach to audience identification and segmentation.

To ensure we are engaging with audiences appropriately, stakeholder mapping for all our portfolios will continue. Stakeholder mapping identifies who we currently engage with and which groups we should develop or deepen relationships with. The exercise also establishes the best communications channels to engage with stakeholders and will encompass SWOT analysis where appropriate.

Implementation

To implement the objectives and achieve the aims of this communications and engagement strategy, a number of channels and tactics will be employed. The tactics we will deploy can be found in appendix one, and a brief overview of the main channels we will use to engage with external audiences are detailed below.



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Using social and traditional media enables broad engagement with audiences and stakeholders. Both social and traditional media are channels CoLP uses extensively to deliver messaging to specific end-audiences on a range of issues and initiatives.

Traditional media engagement has many advantages, although it is not without risk and needs careful managing from the Corporate Communications team in accordance with best practice and the authorised professional practice that governs this activity. Using traditional media will convey corporate messaging via the journalistic lens and this can at times lead to messages being distorted or relayed inaccurately. Research however indicates traditional media is trusted by many and therefore any content delivered via traditional media is seen by the end-audience, in the main, as credible and accurate. This is a compelling factor in the use traditional media as an engagement and communications tool.

Social media is a more direct route to the ultimate end-audience although it too has some disadvantages, most notably the end-audience is usually required to 'opt in' or choose to receive messaging. The risk of social media messaging not having credibility is mitigated by ensuring our accounts are verified and exercising caution when sharing content.

Fully alive to the unique circumstances police communications operates in, media engagement will be undertaken with due regard for victims, vulnerable service users, operational sensitivity and security requirements. This can at times mean activity that may present as seemingly ideal for promoting the City of London Police to a range of audiences cannot be undertaken without compromising ethical, operational or security requirements.

A rolling schedule of planned and suggested media engagement has been devised, capitalising on activity already underway and identifying new operational activity and initiatives that may generate positive media coverage. This plan is contained within appendix one.

Key media contacts for the force to engage with, suggested spokespeople and topics of relevance will be devised, with top-line key messages, a comprehensive narrative and policy positions to ensure a consistent theme sits over all our media engagement activity.

Media engagement within CoLP encompasses a broad range of activities, including working with a wide and diverse range of outlets such as film makers, TV companies and others who wish to show CoLP in their work or develop story lines relating to our specialisms. We continue to work closely with documentary makers who make programmes relating to our work, as well as consumer and news programmes who work with us to raise awareness of particular threats and initiatives.



Channels: Social media

Social media has been embraced enthusiastically across CoLP and alongside the official Corporate force accounts, a number of officers run accounts promoting the work of the force with a range of diverse audiences. Some of these account holders will be encouraged to flex their messaging to support particular goals of the force, such as having an innovative, skilled, agile and diverse workforce, or developing ethical partnerships.

Currently all CoLP communications plans contain elements of social media engagement and this aspect is subject to constant review to ensure we are capitalising appropriately on tools available such as paid for social media. Additionally, work will be undertaken to develop conversations online that relate to issues within our responsibilities.

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Stakeholder engagement

Details of the tactics we will use for the engagement element of this plan can also be found in appendix one.



Stakeholder: Public affairs and Government

This stream of work will enhance all force engagement with government and other primary stakeholders. Engagement will be defined as 'business as usual' or 'ad hoc', and will encompass both our regular meetings with civil servants and government departments, and the ad-hoc meetings devised to develop a full understanding of our work with national, devolved, regional and local politicians. With minor adjustments to messaging, this activity can be rolled out across all of our stakeholders as necessary.

The aforementioned top-line key message, narrative and policy positions, adjusted as appropriate, will be utilised for this activity to ensure a consistent theme sits over all our stakeholder engagement, for all areas of CoLP's responsibilities. We will monitor which political and governmental stakeholders CoLP staff and officers are engaging with to ensure duplication and gaps are identified and managed.

We will run this activity in parallel to the City of London Corporation's public affairs programme.

Alongside personal engagement a suite of documents is being created to ensure key stakeholders receive pertinent information on the various City of London Police activities in a timely manner, creating a regular cadence of material and communications.



Engaging with law enforcement

A programme of continuous engagement and relationship building with colleagues in law enforcement and other associated sectors has been commenced, to cover all of the Force’s responsibilities, including economic and cyber crime, as well as Project Servitor and protective security.

This will include engaging with teams within forces (virtually and face-to-face) to help them develop communications plans and strategies for Project Servitor, and economic crime. The aim of this aspect of the programme is the establishment of a network of Project Servitor and fraud specialists within force communications.

Additionally, we will also work closely with the NCA and FCA to support Operation Otello and other related activity. Other organisations also engaged on Operation Otello will also be approached.



Other channels

Colleagues across CoLP frequently attend conferences and other speaker events. Corporate Communications will capture this information and work with attendees to amplify messaging via our various channels. In addition,

opportunities to engage more in events relevant to our work will be explored and exploited as appropriate. It is proposed Corporate Communications take on a coordinating role in this area.

In additional, work will be undertaken to develop promotional activity managed by CoLP, such as webinars, podcasts, thought pieces and short video blogs. Working with operational colleagues to shape messaging, these will be useful for specific audiences while allowing freedom of messaging and channel choice while enabling officers and staff to showcase our work and achievements.

Suite of documents

The CoLP Annual Review will serve as the cornerstone of a suite of materials to be created to support activity listed above. Along with the key message, narrative and policy positions, we will also create toolkits for force communications teams, campaign and general media activity evaluation and infographics to illustrate a number of key aspects of our work, such as the process behind the policing of fraud and achievements of CoLP as the national lead.

A document outlining the proposed vision for the future of the National lead role within CoLP is also planned as part of the second wave of our activity.

Alongside the above suite of documents, we will also have regular drumbeat bespoke newsletters for our stakeholders, including material specifically designed to inform other police forces of developments, achievements and other aspects of CoLP’s work. Details of these documents can be found in appendix one.

Key Messages

The communications plans that sit underneath this overarching strategy contain key messages specific to the areas they support, such as equality and inclusion and economic crime. All key messages however will be derived from the ambitions of the Corporate Plan and support the priorities of the Policing Pan and the NLF Mission.

Supporting ongoing operations and initiatives

Alongside the range of activities outlined above, the Corporate Communications team will continue to produce communications plans to support live-time activity as well as planned events and campaigns across the force responsibilities. These plans will sit behind this strategy and four supporting plans, and contain detailed tactical information relevant to particular operations or campaigns. All communications plans will seek to promote the work of the force with key audiences and stakeholders.

The existing fortnightly message planner has been extensively revised and will now contain information relating to anticipated messaging that planned communications activity will deliver as well as reference to the outcomes of the activity. The message planner will be both forward looking and retrospective, to allow for activity outcomes to be shared with colleagues.

Evaluation

Activity deriving from this plan will be evaluated via a range of methods, such as tone assessment and message penetration for media engagement and engagement rates for social media content. Feedback mechanisms will be employed for stakeholder engagement, such as short polls and requests for comment on our engagement practices.

Feedback and evaluation will be used to inform and adjust future activity as necessary.



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

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

Background

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

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

Key Responsibilities

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

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

- to ensure that our local communities needs are identified, considered and met as effectively as possible by facilitating and enhancing relationships between the Force and its local stakeholders;
- to support the Force’s engagement with agencies at local and national level, ensuring there is a unified approach to preventing and reducing crime;
- to help bring together community safety partners through the Safer City Partnership to make sure local priorities are coordinated;
- to act as the key spokesperson for the City of London Corporation in its capacity as the Police Authority for the City of London, helping to raise the profile of the City’s contribution in preventing and tackling crime;
- to act as the Police Authority’s principal point of contact at a local, regional and national level in matters relating to policing and crime, particularly the Home Office, HMICFRS, Association of Police and Crime Commissioners (APCC);
- to represent the Police Authority Board at APCC meetings and, subject to nomination, act as a portfolio holder or as a member of the APCC Board;
- to chair the appointment panel for the post of Commissioner on behalf of the Court of Common Council;
- to undertake, in consultation with the Chief Executive of the Police Authority, an annual performance development review of the Police Commissioner;
- to lead otherwise the work of the Police Authority Board and make sure it carries out its business according to its terms of reference.

**Guildhall,
March 2021**

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

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

Background

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

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

Key Responsibilities

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

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

- to ensure that our local communities needs are identified, considered and met as effectively as possible by facilitating and enhancing relationships between the Force and its local stakeholders
- to deputise for the Chair in their absence from Police Authority Board meetings and, where necessary, to carry out the requirements of their role profile during a period of sustained absence;
- to carry out any other duties considered necessary to support the work of the Police Authority Board in accordance with its terms of reference.

**Guildhall,
March 2021**

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

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

Background

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

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

Key responsibilities

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

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

- to act as a point of contact on behalf of the Police Authority with partner organisations in matters relating to the Committee's terms of reference;
- to support the Force's engagement with agencies at local and national level in matters relating to the Committee's terms of reference, ensuring there is a unified approach to preventing and reducing crime;
- to report back to the Police Authority Board on the work of the Committee;
- to lead otherwise the work of the committee and make sure it carries out its business effectively and efficiently within its terms of reference.

**Guildhall,
February 2021**

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

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

Background

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

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

Key Responsibilities

The roles and responsibilities of a Police Authority Board Member are as follows:

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

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

**Guildhall,
February 2021**

External Member of the Police Authority Board – Role Profile

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

Background

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

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

Key Responsibilities

The roles and responsibilities of a Police Authority Board External Member are as follows:

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

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

**Guildhall,
March 2021**

Special Interest Area Scheme – Guidance Note

Background

The Police Authority Board has operated a Specialist Interest Area (SIA) Scheme since 2007. The purpose of the SIA Scheme is for Members of the Board to have oversight of specific areas of City of London Police work, to provide focused scrutiny on key areas of Force business and gain specialist knowledge and expertise, thus enhancing the Committee's scrutiny and performance management role.

The SIA Scheme operates through a direct liaison between lead officers at Force and Members. A contact in the relevant area of business is tasked to make regular contact with their respective SIA Lead Members, keeping them informed of developments or issues which may arise throughout the year. Lead Members are also expected to oversee the work that takes place, challenging and following up issues where necessary. Lead Members are encouraged to raise issues at the Police Authority Board where necessary to ensure that appropriate action is taken, as well as reporting back on their work on a regular basis.

The objective of the SIA Scheme is not to give an 'operational' role to Members; instead, it is intended to boost the level of scrutiny and challenge which the Police Authority Board provides to the Force, something which has previously been recognised as a notable practice within the sector. City Corporation 'link officers' provide professional advice and guidance to SIA Lead Members where required, in addition to support from the Police Authority Team.

Objectives

The objectives of the SIA Scheme are as follows:

- to fill any potential gaps in oversight by a given Police Authority Board Committee, i.e. any important areas of policing that are not fully covered by Committee business;
- to provide more informed oversight and scrutiny of the Force (particularly when PAB is making decisions on complex issues);
- to enable Members to share their professional knowledge, skills and expertise with the Force, acting as a 'critical friend' to suggest potential areas for improvement where appropriate;
- to broaden the engagement of Board Members in the work of the Police, alongside their work on behalf of Police Authority Board Committees;
- to improve the knowledge of members (particularly newer Members to the Board) about key areas of national and local policing undertaken by the City Police;
- to ensure Members develop a deep understanding of the Force's activities on a day-to-day basis.

Appendix 1: 2020/21 SIAs

SIA	PAB Lead Member	COLP Key Contact	COL Link Officers
Human Resources, Equality and Inclusion	Tijs Broeke Deborah Oliver (Deputy)	HR Director (HR) & Head of Strategic Development (E&I)	<i>Assistant Director, Corporate HR</i>
Counter Terrorism	James Thomson	Detective Superintendent, Crime Directorate	<i>Director of Security</i>
Neighbourhood Policing	Deborah Oliver Munsur Ali (Deputy)	Superintendent (s), Uniformed Policing	<i>Head of Community Safety</i>
Road Safety (and Casualty Reduction)	Alison Gowman	Superintendent, Uniformed Policing	<i>Strategic Transportation Officer</i>
Safeguarding and Public Protection (Vulnerability and ICV Scheme)	Keith Bottomley	Detective Chief Inspector, Public Protection Unit	<i>Assistant Director, Social Care Service</i>
Transform	Andrew Lentin	Detective Superintendent, Transform Programme	<i>Head of Police Authority Finance</i>

Our aims and objectives are...

- To ensure that the City of London Police (CoLP) provides an effective and efficient policing service for the Square Mile.
- To ensure value for money in the way in which CoLP is run.
- To oversee, promote and enhance CoLP's role as National Lead Force (NLF) for economic crime.
- To help to prevent crime and maintain the City as a safe place to do business, supporting CoLP as a specialist force for economic crime and protective security.
- To ensure the City's Policing Plan reflects the views of both the residential and business communities in the City.
- To ensure the Police Authority fulfil its statutory duties of providing an Independent Custody Visitor (ICV) scheme and complaints appeals process.

Our (five) major workstreams this year will be...

1. Implementing a joint strategic communications and engagement plan for CoLP and CoLC, particularly in order to enhance understanding of NLF and CoLP's role in keeping the City safe.
The continued transformation of Police Authority governance and staffing structures, ensuring these remain in step with Police & Crime Commissioner (PCC) best practice and the City Corporation's new TOM, and responsive to key changes in public policy.
Developing a framework of overarching policies for the Police Authority in order to drive challenge and scrutiny over the medium-term, including financial oversight, diversity and inclusion, crime prevention and the future of policing.
4. Recruiting a new Commissioner and supporting the Force in embedding greater resilience for key leadership posts.
5. Support CoLP in the re-procurement process for the next generation system of Action Fraud and National Fraud Investigation Bureau (NFIB).

The Corporate Plan outcomes we have a direct impact on are...

- *Outcome 1: People are safe and feel safe.*
- *Outcome 4: Communities are cohesive and have the facilities they need.*
- *Outcome 12: Our spaces are secure, resilient and well-maintained.*

What's changed since last year...

- Changes to Police Authority Governance, following the Lisvane Review, including a much greater role for the Police Authority in the oversight of NLF and re-procurement of the Action Fraud/NFIB system.
- A refreshed Policing Plan, reflecting the needs of both the residential and business communities in the City, and incorporating greater focus on the Force's specialisms for economic crime and protective security.
- Enhanced support for NLF, including the creation of a new dedicated Assistant Commissioner role, the integration of the National Police Chief's Council (NPCC) portfolio for cyber crime, and cross-working with the Corporation on Action Fraud/NFIB procurement and NLF policy.
- Increased political engagement with Home Office ministers and officials, as well as the Police & Crime Commissioners, led by the PAB Chairman.
- The Police Authority is now the appeals body for Police Complaints in the City and in relation to Action Fraud.
- Greater Police Authority involvement in the Police Accommodation Programme, including the creation of an officer board to support the PAB Police Accommodation Working Party.
- The introduction of more robust oversight of the Force's finances, through the creation of a Financial Assurance Framework and Reserves Policy, and greater engagement on Transform and Shared Services.
- The creation of a Deputy Chief Executive function for the Police Authority as part of the City Corporation's new TOM, and enhanced financial expertise and economic crime policy support for PAB.
- ICV scheme continued to be rated as 'silver', with representation on the national Independent Custody Visiting Association (ICVA) Board, sharing custody strategy nationally..

Plans under consideration

Plan	Time Scale
Supporting the roll-out of a revised Strategic Policing Requirement (SPR) incorporating economic crime	Spring 2021
Joint Strategic Communications and Engagement Plan	Spring 2021
Develop a ring-fenced PA budget as part of the City Corporation TOM	Autumn 2021

Our strategic commitments

To improve Police Authority assurance over how the Force:

- keeps the City safe through Covid and post Brexit;
- delivers effectively and efficiently its NLF responsibilities;
- provides value for money in the implementation of the Transform programme, including shared services.

To achieve sustainable Police finances and ensure that:

- funding enables delivery of Policing Plan priorities;
- robust savings plans are in place to close gaps and create efficiencies, linked to Transform;
- the Force's resources are prioritised for frontline policing.

To advocate on behalf of the Force by:

- influencing the national agenda for fraud and cyber;
- championing CoLP within the Corporation, to City businesses, and across local and national government;
- enhancing the strategic partnership that exists between the Force and City Corporation.

To strengthen the Force's culture by:

- balancing operational independence with strengthened accountability and transparency to the Police Authority;
- streamlining Police Authority governance and enhancing its role as a "critical friend".

Key Risks

	0	4	1	Total 5
	Impact			
	Minor	Serious	Major	Extreme
Likely	0	0	1	0
Possible	0	0	4	0
Unlikely	0	0	0	0
Rare	0	0	0	0

Risk Title	Score
Police funding	16 Red
Action Fraud/NFIB re-procurement	12 Amber
Changes to Police Authority governance	12 Amber
Poor working relationships across CoLC and CoLP	12 Amber
Transform	12 Amber

Key Performance Indicators

KPI	Current Performance	Direction of Travel/Target
Delivery of PA transformation programme, including PAB governance review	On track	Completed by Summer 2021
Adopting any changes to PAB following the implementation of the Lisvane Review by the Court of Common Council	Awaiting Court decision	Completed by Municipal Year 2022/23
Creation of a Police Authority diversity and inclusion statement, overseeing CoLP's implementation of Tackling Racism Taskforce recommendations	Adopted at February Police Authority Board	Completed by Summer 2021
Achieving a sustainable medium-term financial position for CoLP	Not yet in place	To be agreed by 2022/23 FY
Resolving the funding gap for the new Action Fraud/NFIB system	Not yet in place	To be agreed by 2022/23 FY
Overseeing the re-procurement of Action Fraud/NFIB system	On track	Constant
Lobbying the Home Office and APCC to incorporate fraud and economic crime in the new Strategic Policing Requirement	Awaiting outcome of SPR Review	
Successful recruitment process for a new Commissioner	On track	Completed by January 2022
Review of Police Authority interface with the Force	Not yet in place	
Delivery of a joint CoLC-CoLP strategic communications and engagement plan	Not yet in place	Spring 2021
Stakeholder analysis of Police Authority performance and advocacy	Not yet in place	

Draft Police Authority Board Risk Register

Risk Owner for All Risks: Police Authority Chief Executive (Follows practice in the CoLC where COs are responsible for corporate risks)

[Scoring matrix](#)

No	Risk description	What are we currently doing to mitigate the risk?	Current score	What more do we need to do to mitigate the risk?	Target score
1	<p>Police Funding</p> <p>Cause: 1. CoLP savings plans insufficiently developed for whole medium term. 2. Failure to deliver savings plans. 3. Unplanned pressures arise. 4. Compounded by Action Fraud/NFIB re-procurement risk (2).</p> <p>Risk Event: Police finances are not sustainable over the medium term. Or tactical savings required which adversely impact services.</p> <p>Effects: Insufficient assurance on medium-term savings plans and related service implications mean PA inhibited in its role of securing an efficient and effective police service.</p>	<p>Police funding from Govt and CoLC has increased by c.£20m since 2018/19.</p> <p>CoLP Commissioner is committed to delivering savings to achieve balanced finances in future.</p> <p>Regular reporting from CoLP on progress against in-year savings plans.</p> <p>Review of full savings plans for 21/22 and operational / service implications to follow at March 21 PAB.</p> <p>Greater scrutiny from PAB and involvement from the PA in the Transform programme.</p>	<p>Likely 4 Major 4 Risk score; 16 Red</p>	<p>Receive and review CoLP proposals on savings plans across medium-term, and service implications, aligned to Transform programme.</p> <p>Specific assessment of impact of CT grant reduction once communicated.</p> <p>Clarity from the Home Office on a funding settlement for the next generation Action Fraud/NFIB system post 2021 Spending Review.</p>	<p>12 Amber (by Spring 2022, then review)</p>

2	<p>Action fraud/NFIB re-procurement</p> <p>Cause: Uncertainty on funding pending next Spending Review. Reluctance from the Home Office to commit to additional funding for this service until the outcome of the Spending Review is known, triggering a delay in the re-procurement timetable.</p> <p>Risk Event: No commitment from Home Office to fund procurement, build and run of future system/service (or significant delay on funding decision) pending the outcome of the Spending Review.</p> <p>Effects: Significant impact on CoLP/CoLC finances – or unacceptable level of service reduction for victims. Delays to the procurement timetable.</p>	<p>Financial analysis of future cost projections:</p> <ul style="list-style-type: none"> • Current IBM extension • IBM settlement / further extension • Re-procurement, build and run (capital and revenue) <p>Analysis of HO, CoLC, CoLP funding options, including contributions from AF reserve and underspend.</p> <p>Regular engagement with relevant Home Office Ministers and officials.</p>	Possible 3 Major 4 Risk score; 12 Amber	<p>Ensure clear decision made with input from all parties, in coming months.</p> <p>Streamlined governance for the procurement to expedite the introduction of the next generation system.</p>	0 (risk eliminated through decision on MT funding)
3	<p>Maintaining effective working relationships</p> <p>Cause: Lack of integration between the respective roles of the Police Authority and the Force</p> <p>Risk Event: Lack of co-operation and mutual trust between the Police Authority and CoLP</p>	<p>Implementing a clear framework on how the Police Authority will discharge its role.</p> <p>Providing greater clarity on the Police Authority's requirements for CoLP in terms of reporting and information exchange.</p> <p>Providing CoLP with the necessary tools to facilitate appropriate</p>	Possible 3 Major 4 Risk score; 12 Amber	Following through current mitigations should reduce the risk score.	8

	<p>Effects: Inability of the Police Authority to carry out its legal responsibilities of securing efficient and effective police service and holding the Commissioner.</p>	<p>independence and delegation through CoLC governance.</p> <p>Ensure balancing in applying “critical friend” approach to relationship.</p>			
4	<p>Changes to Police Authority Governance</p> <p>Cause: CoLC governance structures inhibit sound and timely decision making on Police matters.</p> <p>Risk Event: Inability to achieve efficient and effective governance of CoLP.</p> <p>Effects: Police Authority not fulfilling its role with delays to critical decisions.</p>	<p>Fully implement current plans for refining Police Authority governance.</p> <p>Make case as appropriate for other changes to Police governance recommended by the Lisvane Review, as part of CoLC’s overall process of implementing the Lisvane Review’s recommendations.</p>	<p>Possible 3 Major 4 Risk score; 12 Amber</p>	<p>Consider scope to streamline CoLC capital programme governance for CoLP.</p>	8
5	<p>Transform</p> <p>Cause: Insufficient clarity on the outcomes of the Transform programme for the Police Authority to obtain robust assurance on whether key objectives are deliverable.</p> <p>Risk event: Police Authority has an uninformed or erroneous view of efficiency and effectiveness of the operating changes being delivered through Transform and/or progress being made to deliver Transform to agreed timelines.</p>	<p>Regular reporting from CoLP into Police Authority Board and relevant sub-committees.</p> <p>New reporting template in place.</p> <p>SIA Member engagement, with appropriate Police Authority officer support, to develop a clearer and more quantified articulation of the Transform programme for Members.</p> <p>Implement Member sessions to deep dive the TOM by workstream.</p>	<p>Possible 3 Major 4 Risk score; 12 Amber</p>	<p>Following through current mitigations should reduce the risk score.</p>	8 (review in 1 year)

	<p>Effects: Leading to an over or under optimistic view of the delivery of the programme. Potential undermining of the Policing Plan, MTFO and working relationships between the Police Authority and CoLP.</p>				
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DRAFT

Committee(s): Health and Well Being Board- for information Community and Children’s Service Committee- for information City of London Police Authority Board- for information Licensing Committee- for information	Dated: 19th Feb 2021 5 th March 2021 25 th March 2021 28 th April 2021
Subject: Director of Public Health Report for 2019/20	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 5, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Andrew Carter, Community & Children’s Services	For Information
Report author: Sandra Husbands- Director of Public Health; Chris Lovitt- Deputy Director of Public Health	

Summary

The Director of Public Health annual report (DPHAR) for 2019/20 has now been published. The Health and Wellbeing Board (HWB) is requested to consider and respond to the recommendations within the report. The 2020/21 report will focus on the health impacts of the economic recession and how these can be mitigated.

Recommendation(s)

The Health and Wellbeing board is requested to note and comment on i) the recommendations within the DPHAR and ii) stakeholders to be involved in producing the response to the recommendations to be published as a follow up report.

Main Report

Background

- 1) The annual report from the Director of Public Health provides an opportunity to assess the local population's health and, as appropriate, make recommendations to address identified need.¹
- 2) The report for 2019/20 was delayed due to the need to respond to the COVID pandemic but has now been finalised.
- 3) The report details what is known about substance use, including alcohol, and the health harms cause by misuse using information provided by Public Health England based upon uptake of services, primary care and hospital data².
- 4) The impact of COVID is not yet fully known but where it possible to quantify the effect or early indications this is described.
- 5) The recommendations to address the needs identified have been developed from the National Institute for Health and Clinical Care Excellence (NICE) guidelines on addressing alcohol³ and substance misuse⁴.
- 6) Key stakeholders and service providers will be engaged to respond to the report and recommendations during January and February 2021.
- 7) Stakeholders will be requested to detail where they are already addressing the issues raised, sharing best practice and how they would be able to further strengthen their service provision to better address the recommendations. These will then form part 2 of the DPH report to be published in early 2021 collating their responses.
- 8) In the summer of 2021 a service user engagement exercise is proposed to report back on the DPH report, responses and provide a user perspective on the process and outcomes.
- 9) The proposed theme for the DPH report for 2021/ 22 is how to mitigate the health and wellbeing impacts of a recession and a scoping document will be presented detailing the proposed process in due course.

Appendices

Annual Report of the Director of Public Health 2019/2020

Chris Lovitt

Deputy Director of Public Health

E: chris.lovitt@cityoflondon.gov.uk

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/860515/directors-of-public-health-in-local-government-roles-responsibilities-and-context.pdf

² <https://fingertips.phe.org.uk/profile/local-alcohol-profiles>

³ <https://www.nice.org.uk/guidance/lifestyle-and-wellbeing/alcohol>

⁴ <https://www.nice.org.uk/guidance/health-protection/drug-misuse>

Substance misuse in the City of London and Hackney



Annual report of the Director of Public Health for
City and Hackney 2019/20

Foreword

Dr Sandra Husbands
Director of Public Health for
City and Hackney



I have chosen to focus on substance misuse, both alcohol and drug use, for my first report as the joint Director of Public Health for the City of London and Hackney. This is in order to highlight not just the many harms caused by alcohol misuse and illicit substances but also to call for a greater focus on the actions that can be taken to address these harms. No one agency can effectively prevent or provide services to our residents who are experiencing the wide-ranging health and social impacts of substance misuse.

The impacts of Covid-19 continue to be felt across all aspects of our communities, services and businesses. The extent to which the pandemic continues to change society is still evolving and this is also the case for substance misuse. Supply of both alcohol and illicit substances was significantly disrupted along with treatment services - rapid changes needed to be implemented to ensure substitute prescribing could be safely maintained and services shifted online.

Fear, stress and worry are all normal responses to the unknown and have been heightened throughout the pandemic compounded by far reaching effects on every aspect of daily life. The short, medium- and long-term effect of the pandemic and its interrelationship with substance misuse and mental health is only now starting to be understood. For some people, the disruption has led to a reduction in harmful behaviours. For others, increased mental health stresses have led to increased substance misuse.

For too long the combined challenges of a so-called dual diagnosis, of both a mental health condition and substance misuse, has made accessing treatment and care for either or both more difficult. Services have not always worked together as needed to ensure there is no wrong door into services and to start the journey to recovery.

In my report I describe the need, harms and local responses to substance misuse, and I call for the adoption of six principles that should underpin our approach, rooted in evidence-based interventions and recognised good practice.

The common factor uniting these principles is the need for partnership working. In recognition of this, I will be seeking feedback and advice on these recommendations prior to the production of a supplementary second part to this report, to be published in the new year.

In developing these principles by incorporating the views of political representatives, service users and those within the local health system, I aim to assure their success through consensus building and shared ownership. This should ultimately allow us to review the full scope of services and public health interventions and agree where we should focus our attention as the system responds to the challenges brought about by the pandemic.

A handwritten signature in black ink, appearing to read 'Sandra Husbands'.

Executive summary

Substance misuse creates harms for the individual, their families, and the wider community. To effectively address substance misuse, a partnership approach is required across the widest range of organisations and society to not only support people into effective treatment, but also strengthen protective factors and address the root causes. This partnership needs to reflect the interrelatedness of the risk factors which make people more vulnerable to problematic use of drugs and alcohol.

Drug and alcohol misuse contribute towards a wide range of physical and mental health conditions, increasing the risk of illness, hospital admissions and premature death. Furthermore, drug and alcohol misuse are often associated with poverty, insecure housing, homelessness and unemployment. It can negatively impact on friends and family, as well as having negative social consequences such as crime, anti-social behaviour and economic costs. These are not issues that can be remedied by either the public health or medical professions working in isolation. Addressing them requires a broad coalition of partners such as probation services, the police, the education sector, adult social care and mental health providers among others. This needs to be underpinned by strong political support and advocacy.

In Hackney and the City approximately one third of adults are estimated to drink more than the recommended low risk limit (14 units of alcohol per week). Only a minority of those with alcohol dependency are receiving treatment.

Just over 4,000 16-59-year olds in Hackney and around 100 in the City of London are frequent drug users. In Hackney only 44 % of the estimated number of residents using opiates, and 10 % using non-opiate/crack, are accessing treatment. These figures indicate a high level of unmet need.

Priority local issues that need to be addressed include:

- The reducing number of residents with alcohol dependence accessing treatment services, especially given local high alcohol related hospital admissions and death rates
- An ageing cohort of opiate and poly-drug users, with significant physical and psychological health needs
- The number of residents with both mental health conditions and substance misuse who are not currently receiving any mental health support
- Increasing inequalities locally and nationally, including for health, housing, employment, education and income
- The impact of the coronavirus crisis locally, including the additional negative impacts this is having on mental health and inequalities
- Significant improvement in equity of access to a full range of drug and alcohol treatment interventions through the newly commissioned Hackney and the City integrated service.

The basis of our response to these issues must be prompt identification and effective prevention of substance misuse and related harm.

This includes preventative measures, such as education and information provision; early intervention and brief advice; and specialist treatment, including in-patient care. From October 2020 Hackney and the City has had

a single integrated drug and alcohol treatment service. This will build on the successes of the previous service, but it has also been designed to address the gaps identified above. If we are successful with this approach, it should lead to a greater level of resilience to substance misuse in both the individuals at risk and our community more broadly.

Six core principles should underpin this response. Achieving them requires commitment from all stakeholders, and so consensus building will be key as we chart a path forward.

- 1) **Prevent:** reduce the availability of alcohol and illicit substances, increase price and restrict marketing especially where viewable by children.
- 2) **Assess:** Universal use of assessment tools to identify children and adults at risk of substance misuse harms, including both use and dealing especially so called “county lines”. These tools need to be implemented across all services who come into contact with residents including education, housing, social care, health and criminal justice settings.
- 3) **Dual Diagnosis:** All clients accessing health or social care services with a suspected or confirmed mental illnesses are assessed for substance misuse at least every 12 months and an up to date dual treatment plan is recorded where a need is identified.
- 4) **Inform:** Provide locally relevant information on the effects of substance misuse and where to get support, treatment or to exit illicit dealing/supply-ensuring information is widely known and all practitioners are confident to make an effective referral to local services.
- 5) **Refer:** Where either a vulnerability or existing substance misuse need is identified an effective referral is made within the last 12 months, documented and follow up enquiry made with the client.
- 6) **Excel:** A renewed local focus on helping people into effective treatment and ensure treatment outcomes including reductions in drugs overdoses, abstinence or harm reduction and successful blood borne virus outcomes are amongst the best in country.

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1. Background



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Alcohol and drug use occur in all sections of society across England, but the nature, extent and acceptability varies significantly with culture and religion. The majority of people do not use illicit drugs or drink above the recommended limits. However, a significant number do, and this can have a serious negative impact on their physical and mental health, social relationships, economic circumstances and lifestyle choices, in addition to wider family, environmental and economic impacts.

In Hackney and the City of London, we are committed to reducing the harm associated with drugs and alcohol. We will do this not only by providing up to date and accurate information on the risks of substance use (allowing local people to make an informed decision about their choices) but also by providing excellent and effective treatment and support to those who are affected by substance misuse. Importantly, individuals struggling with substance misuse will be fully involved in the decisions made about their treatment journey.

However, providing information and services in itself is not sufficient. To effectively address substance misuse there must be ongoing partnership work to address the root causes and ensure that the treatment system is trusted and easily accessible. Outcomes should not only focus on harm minimisation, recovery and abstinence but also ensuring clients are able to address housing, employment and wider health issues. All agencies across the private, voluntary and statutory sector must work together to ensure effective identification of need, referral and ongoing support for residents who would benefit from accessing treatment services. We recognise the importance of behavioural science and continue to look at opportunities to embed behavioural insight-led approaches into our work.

2. Substance misuse and its impacts

Physical and mental health

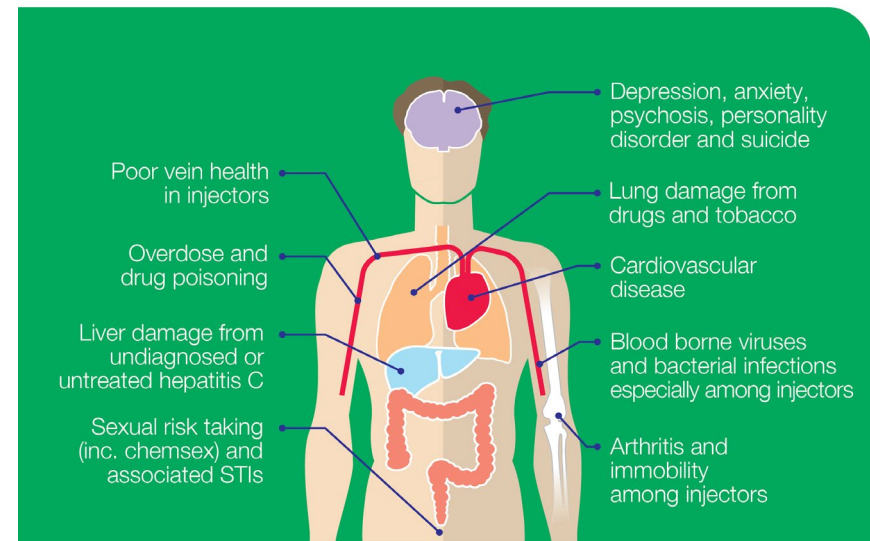
Physical health

Alcohol and drug misuse are associated with a wide range of negative physical health outcomes. In the short-term this can include indigestion, nausea, diarrhoea, changes to appetite, heart rate, wakefulness, blood pressure, and mood changes. Individuals can also overdose from substances which can lead to death. In the longer term, it can also increase the risk of a wide range of long-term physical health conditions, including stroke, cardiovascular disease, cancers, psychosis and brain damage. Some of the longer-term health risks associated with alcohol and drug misuse are outlined in the images on the right-hand side of the page, courtesy of Public Health England. [1]

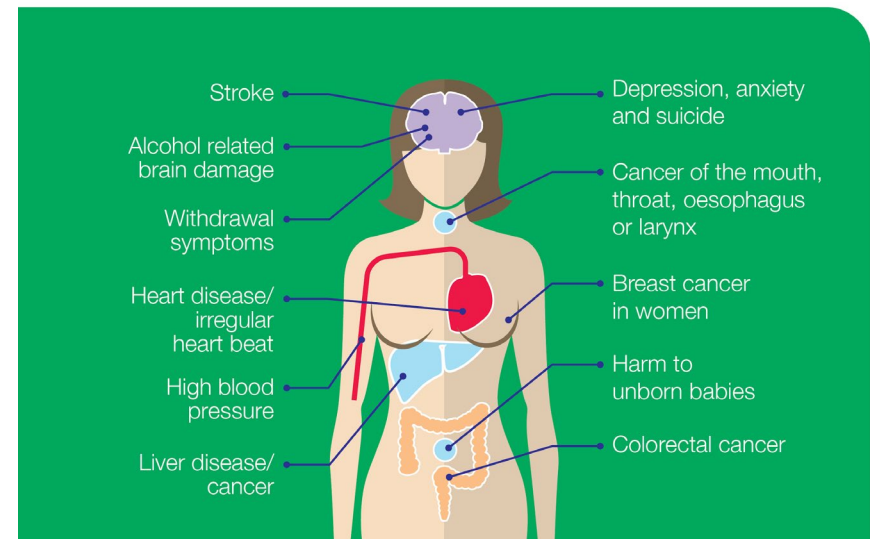


Public Health England

Drug misuse damages health



Alcohol use damages health

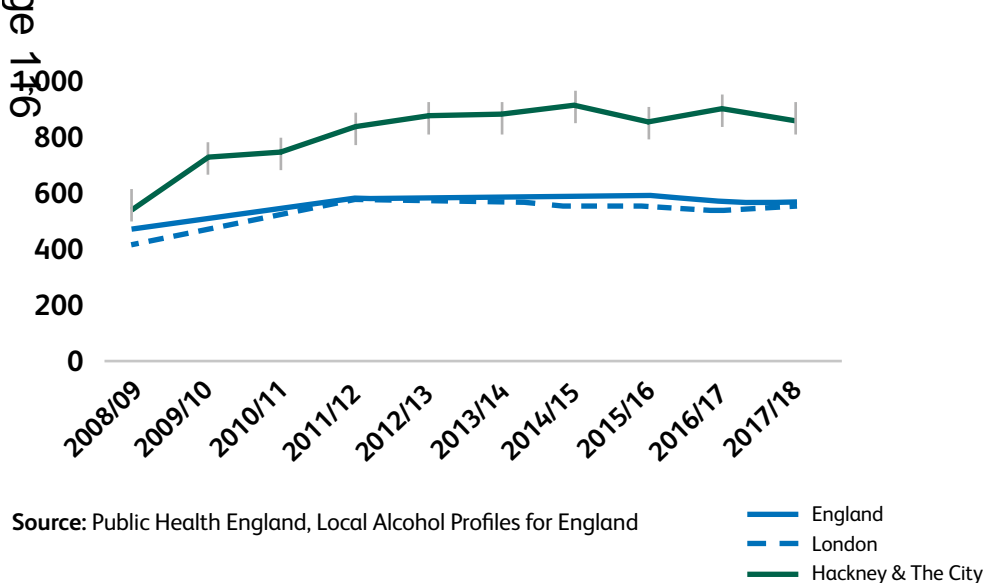


Local health data

The rate of drug related deaths in Hackney¹ has consistently been greater than both the England and London average recent years. Between 2015 - 2017, there were 50 recorded drug related deaths in Hackney equating to 6.4 deaths per 100,000 population, compared to 3.0 for London. Although this reduced to 44 for 2016-18, 5.4 deaths per 100,000, this remains above the rate for London at 3.1 per 100,000, or England at 4.5 per 100,000.

Alcohol is the leading risk factor for ill health, early death and disability among people aged 15-49 years in England and the 5th leading risk factor for these areas across all age groups. [2]. In terms of hospital admissions, alcohol has a significant impact locally, as seen in Figure 1. This is for adults only, for under 18s the figure is lower than England and London averages.

Figure 1: Rates of alcohol-specific hospital admission episodes (all ages, directly age standardised rate per 100,000 of population, 2008/09 to 2017/18)



Source: Public Health England, Local Alcohol Profiles for England

— England
 - - London
 — Hackney & The City

¹Data not available for City of London due to small numbers



Mental health

Poor mental health can be both a cause and a consequence of substance misuse. Compared with the general population, people addicted to drugs or alcohol are approximately twice as likely to suffer from mood and anxiety disorders and, similarly, people with mental health problems are more likely to be dependent on drugs and/or alcohol. [3] Evidence indicates that alcohol use causally increases the risk of depression, however, there is also evidence that many people in the UK drink alcohol in order to help them cope with emotions or situations that they would otherwise find difficult to manage. [4] [5] Over 40% of new presentations to the local drug and alcohol treatment service in 2017/18 self-reported a concern with mental health and asked for support.

Socioeconomic impacts

The importance of partnership working becomes clear when we consider the range of wider socioeconomic issues that have a reciprocal relationship with substance misuse. Issues that are strongly associated include poor housing, social deprivation and unemployment. These can only be tackled in the context of the wider system, necessitating the involvement of multiple agencies. One of the key roles of Public Health is to facilitate this kind of partnership working, by developing professional relationships, helping colleagues understand what the data is telling us, and creating opportunities for partners to develop system-level solutions. This should all be rooted in an empathetic, strengths-based approach that recognises the value of the individual.

This kind of attitude is exemplified by MEAM, making every adult matter. This framework is used by local partnerships across England to develop a coordinated approach to tackling multiple disadvantage in their local area. Locally, our STEPS (Supporting Transitions and Empowering People Service) program provides numerous examples of how powerful this can be. A case study is provided in **Appendix B**.

Poor housing and Homelessness

Drug and alcohol problems can be both a cause and a symptom of homelessness, with substance use being recognised locally as a key driver for rough sleeping. [6] In 2019/20, 275 and 434 rough sleepers were identified in Hackney and the City of London respectively, a large increase of 112 people in Hackney and a small reduction of 7 people in the City of London since the previous year. Of rough sleepers assessed across London during this time period, 77 % reported using drugs, alcohol and/or having a mental health need, demonstrating that substance use and mental health are significant risk factors within the local homeless population.

Rough sleepers are among those most vulnerable to the risks of coronavirus, and given the impact coronavirus is having on employment and the wider economy it is likely that more people will become homeless over the coming months. In response to the needs of this high risk group, in line with the wider government initiative, Hackney Council and the City of London Corporation worked to find appropriate accommodation for everyone sleeping rough, or in a shelter, in Hackney and the City during lockdown. This has provided an opportunity for the council/corporation, local health trusts and voluntary sector and community organisations to engage the homeless population and provide wraparound support in a way that was not previously possible.

The *Covid Homeless Rapid Integrated Screening Protocol* (CHRISP) conducted by clinicians from University College London Hospital (UCLH), following the 'Everyone In' initiative to protect the homeless during the pandemic, provided a health assessment for 140 rough sleepers in Hackney. CHRISP data found 51 % of rough sleepers met clinical thresholds for a diagnosis of depression and/or anxiety, with a further 25 % suffering from a severe mental health condition, such as bipolar disorder or psychosis. A further 17 % were dually diagnosed, meeting the clinical thresholds for daily injecting drug use and severe mental health.

Importantly, this focus on delivering health and wellbeing interventions to recently housed rough sleepers includes testing for Covid-19, alongside the screening of blood borne virus, tuberculosis, and physical and mental health. The Covid-19, Homeless, Rapid, Integrated, Screening Protocol survey is being carried out by UCLH's Find and Treat team. Findings from CHRISP will inform a local needs assessment of this population to further inform local pathways, service delivery and the identification of appropriate move on options for longer term sustained housing.

Deprivation

People living in more deprived areas live, on average, shorter and unhealthier lives. [7] Deprivation is linked to almost all health outcomes. In terms of substance misuse, there is an association between deprivation and prevalence of opiate and crack cocaine use, and also an association with poorer treatment outcomes. The Index of Multiple Deprivation (IMD) is a combination of a number of indices: income deprivation; employment deprivation; health deprivation and disability; education skills and training deprivation; barriers to housing and services; living environment deprivation; and crime. [8] In 2019, Hackney was ranked² the 22nd most deprived local authority in England and the City of London was the 135th out of 149. Hackney continues to rank poorly in areas such as income, crime, barriers to housing and services and has over 50% of the lower super output areas ranked as being in the most deprived 10% nationally.

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Employment

Drug and alcohol use and misuse is known to have an impact on employment, and other areas that support employment such as education and training programmes.



For example, alcohol misuse has been estimated to cost £7billion in lost productivity across the country. [10] In addition, the majority of individuals engaged in drug and alcohol treatment report they are unemployed. Effective treatment services work to support service users back into employment or other kinds of meaningful activities. Employment and recovery from drug and alcohol misuse are mutually reinforcing.

² Rank of Extent

Friends and family

Drugs and alcohol can also have a negative impact on friends and family. A recent national survey in England found that one in five adults had been harmed by the drinking of another person in the previous 12 months. [11]

Parental drug and alcohol misuse can also have a detrimental effect on the health and wellbeing of children. The Department for Education's (DfE's) Characteristics of children in need showed that in 2016 to 2017, drug use was assessed as a factor (either parent or child-related) in 19.7 % of cases and alcohol use was a factor in 18 % . It is associated with an increased likelihood of the children partaking in risk-taking behaviours, reduced educational attainment and earlier uptake of drugs or alcohol. Alcohol during pregnancy also creates a risk of Fetal Alcohol Spectrum Disorders (FASD), causing neurodevelopmental problems that impact on the life chances of those affected.

In 2017/18:

- 11 new presentations to drug and alcohol treatment across Hackney and the City of London were pregnant women, equating to 5 % of all new presentations
- 14 % of new presentations for alcohol misuse and 12 % of new presentations for drug misuse were living with children in 2017/18 (their own or others)
- However, in Hackney it is estimated that only 16 % of alcohol dependent residents and 55 % of opiate dependant residents living with children are receiving drug and alcohol treatment, demonstrating a notable unmet need. Numbers in the City of London are too small for meaningful analysis. [12]

Hackney and the City's Pregnancy Multidisciplinary Team (MDT)

Since 2018 Hackney Recovery Service's offer to pregnant women has improved significantly in response to this unmet need. The Pregnancy MDT was also established in response to the specific needs of pregnant and perinatal women in Hackney and the City, which included greater co-occurring mental health issues in this population:

- The pregnancy and perinatal MDT consists of the consultant psychiatrist, families worker, midwife, recovery workers, and the health visitor.
- The MDT occurs every two weeks, via Microsoft Teams.
- The focus of the MDT is around holistic assessment of substance misuse difficulties, diagnosis of comorbid mental health difficulties, psychosocial planning, communication and feedback from midwives, MDT planning, sharing of information, and referral to mental health perinatal services if required.

Outcomes from this innovative partnership working include; increased referrals to Mother and Baby Units, with treatment being prioritised for pregnant women through referrals to detox units and rehabilitation facilities, the MDT has been able to advocate for women and identify additional needs such as complex PTSD, social and general anxiety and bipolar disorder. Women have successfully been referred to Hackney's Orbit service to continue learning about how substance misuse impacts upon theirs and their babies' health and wellbeing and to learn parenting and self-care skills.

Wider society

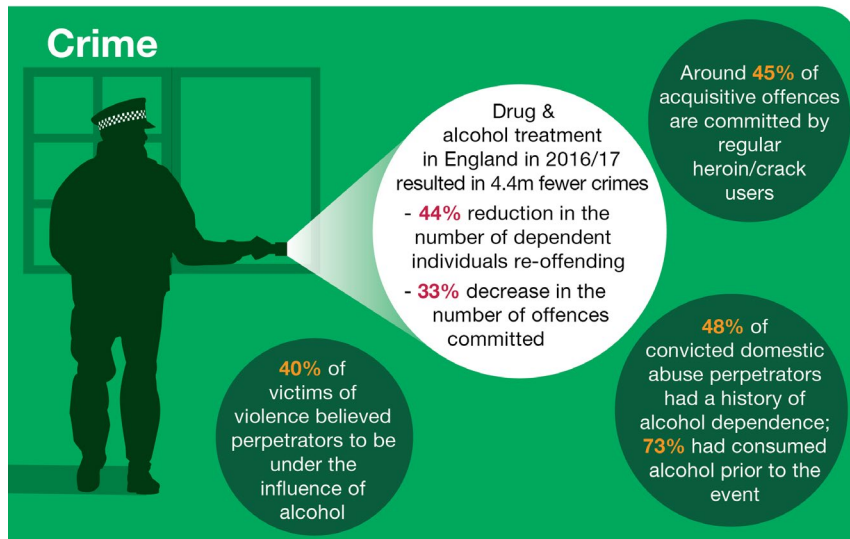
Crime

Acquisitive crime, violent crime and domestic abuse are particularly associated with drug and alcohol misuse. Up to 80% of weekend arrests are alcohol related and over half of violent crime is committed under the influence of alcohol. [13] Furthermore 45% of all acquisitive offences (for example theft, burglary, and robbery) are committed by regular heroin or crack cocaine users. [14]

Local data across the City of London and Hackney echo the above statements with ambulance dispatches for alcohol assaults increasing at times and on days where alcohol is more likely to be consumed. It is important to note that Hackney and the City's night time economy is attractive to visitors, so the increase may not wholly relate to the residents.

Drug and alcohol treatment have a proven track record of reducing crime.

Drug and alcohol misuse harms communities*



Annual costs of drug misuse and alcohol related harm*



Economic costs

The costs associated with drug and alcohol use, and their associated harms, are substantial. They include costs associated with deaths, NHS treatment, crime, policing and lost productivity in the workplace. [1]

The evidence shows us that alcohol and drug treatment helps people to recover and is value for money. Treatment is associated with immediate and long-term savings to the public purse, e.g.

every £1 spent on drug treatment, saves £2.50

* * Courtesy of Public Health England

3. Prevalence of substance misuse in the City and Hackney

It is challenging to estimate how many people use substances within a local area. This is partly due to the hidden nature of substance misuse, possibly linked to the legal status of many substances, or potential feelings of shame or embarrassment. Many people also underestimate the risks associated with their lifestyle choices; for example, underestimating their alcohol consumption by as much as 40 %, and how risky their drinking patterns are. [15]

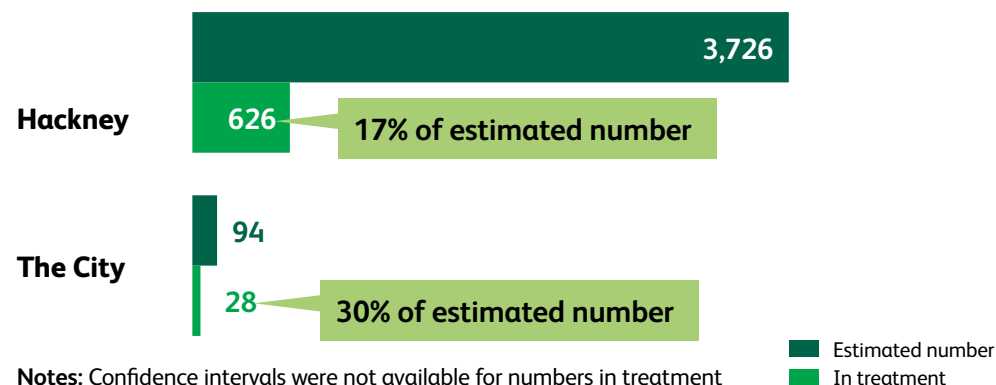
However, there are some estimation tools available that give local authorities and other services (e.g. healthcare) an idea of the amount of substance misuse occurring in a local area, and therefore, the support and treatment needed.

Alcohol

About one third of adults in Hackney are estimated to drink more than 14 units of alcohol per week (commonly agreed to be the lower risk limit for alcohol consumption) but around one fifth of residents abstain from alcohol completely. [16] A local survey in 2019 suggested that some people may not have good insight into their drinking habits, with over 70 % of those who thought they did not drink to excess being assessed as ‘high-risk’ drinkers using the AUDIT-C tool.

Public Health England estimates that nearly 4,000 residents across the City and Hackney are dependent on alcohol, with 83 % of those adults in Hackney and 69 % in the City not receiving treatment for this. [18]

Figure 2: Estimated number of Hackney and City of London residents with alcohol dependency (age 18+, 2016/17) compared to numbers in treatment (age 18+, 2017/18)



System wide approaches to prevention can help our community to reduce levels of harmful drinking, and multidisciplinary alcohol care teams linking primary care, secondary care and the community are very effective in reducing alcohol harms and costs to the health system and wider society.

Cross-sectional data extracted from primary care records on 1st April 2018 showed that 16 % of City and 6 % of Hackney residents registered with a GP aged 18 and over had completed an AUDIT-C assessment. Of these, nearly 500 City residents and 5,475 Hackney residents aged 18 and over had an AUDIT-C score of 5 and above indicating increasing or higher risk drinking (8 % and 2 % of the resident adult population respectively). Brief advice and screening such as this are essential to a systems wide approach to the identification and prevention of substance misuse.

Drugs

The 2017/18 Crime Survey for England and Wales (CSEW) gives an estimate of the prevalence of people using drugs in London. We can use this prevalence estimate by applying it to our local population data. This crudely predicts the number of people using drugs in Hackney and the City (Table1). The CSEW also estimates that around 2.1 % of 16-59-year olds nationally are frequent drug users³. [19] Applied locally to 2018 population projections, these estimates suggest that just over 4,000 16-59-year olds in Hackney and around 100 in the City of London are frequent drug users.

Table 1: Local estimates of Hackney and the City residents using drugs in the last year by type (age 16-59, 2017/18)

Substance type	National prevalence England	Regional prevalence London	Hackney estimated No.	City of London estimated No.
Any Class A drug ⁴	3.5 %	3.3 %	6,387 (2.2 %) ⁵	165 (1.9 %) ⁶
Any drug ⁷	9.0 %	9.3 %	18,001 (6.4 %)	466 (5.6 %)

Source: Home Office, CSEW 2017/18, [18]

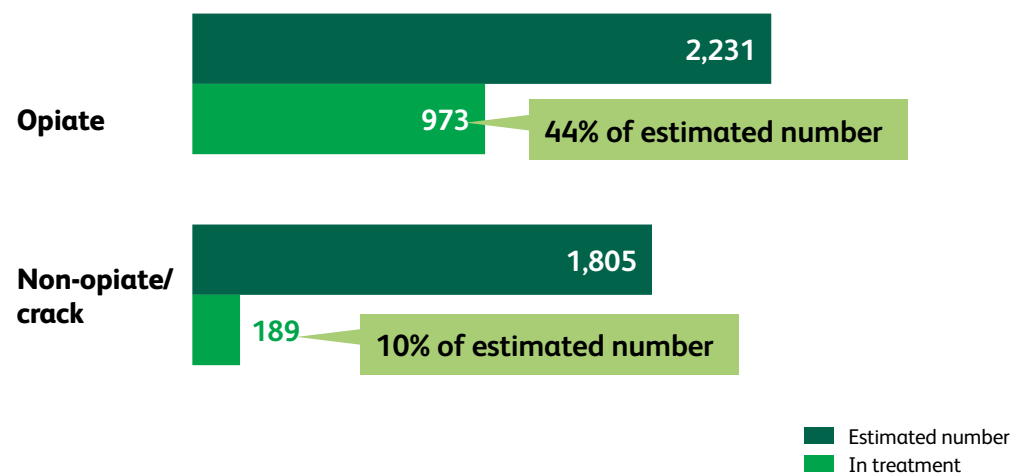
³ Frequent use refers to use of any drug more than once a month in the past year.

⁴ Any Class A drug' comprises powder cocaine, crack cocaine, ecstasy, LSD, magic mushrooms, heroin, methadone and methamphetamine.

⁵ Based on the 2018 mid-year population estimate of 279,700

Public Health England uses a tool developed by Liverpool John Moores University to estimate the prevalence of opiate and/or crack cocaine use in local areas. [20] This tool suggests there are approximately 2,880 residents across Hackney and the City using opiates and/or crack cocaine. As with alcohol, there is a high level of unmet need, with over half of those estimated as dependent on opiates and/or crack cocaine not receiving treatment for this.

Figure 3: Estimated number of Hackney residents using opiates and/or crack cocaine (age 15-64, 2016/17) compared to numbers in treatment (age 18+, 2017/18)



⁶ Based on the 2019 mid-year population estimate of 8,700

⁷ Any drug' comprises powder cocaine, crack cocaine, ecstasy, LSD, magic mushrooms, heroin, methadone, amphetamines, cannabis, tranquillisers, anabolic steroids and any other pills/powders/drugs smoked, ketamine, methamphetamine and mephedrone.

4. Emerging issues

Mental health and Dual Diagnosis

Unfortunately, due to continually increasing health inequalities, a deteriorating economy and the coronavirus crisis, prevalence of mental health problems in the City and Hackney are likely to increase over the coming months and years. Mental health thus needs to be a high priority to strengthen prevention efforts with substance misuse, as in 2019/20, 56 % of substance misuse treatment service users had a mental health treatment need identified.

Published guidance emphasises that an integrated approach to treatment and support is essential. Yet, a quarter of all new presentations to Hackney and the City's treatment system in 2019/20, with a self-disclosed mental health issue, were not receiving any support or treatment for their mental health.

However, work is underway in Hackney and the City to review and improve the pathways and partnership working between substance misuse and mental health services, so that service users receive more joined up care going forward. In North East London, a novel approach to mental health service provision is emerging, focusing on blended teams that draw on a wide range of partners to meet the needs of our community. Our new substance misuse provider is becoming more engaged with this promising neighbourhoods model, enabling service users to have a package of support that is tailored to their specific needs. Along with this additional capacity to bring drug and alcohol treatment into the community to better tailor the recovery journey to the individual's need, the new substance misuse service will provide a Dual Diagnosis post to lead on evidence based, best practice for substance misuse to complement the work of the new blended mental health teams.

Increasing inequality

The recently published report: Health equity in England: *The Marmot Review 10 years on*, [22] found that inequalities in the UK have continued to increase across a wide range of domains, including health, education, housing, employment and income. This is likely to be at least partly a consequence of the last decade of austerity, including factors such as the closure of children's centres; declines in education funding; an increase in precarious work and zero hours contracts; a housing affordability crisis and a rise in homelessness; more people with insufficient money to lead a healthy life and resorting to food banks; and ignored communities with poor living conditions and little reason for hope.

These increasing inequalities are likely to directly and indirectly led to increased levels of substance misuse. Often, inequalities are interrelated and can have a compounding effect. For example, low income is a risk factor on its own but children living in poverty are also more likely to be exposed to adverse childhood experiences. These experiences in turn elevate the risk that children and young people will experience negative health and social outcomes across the life course, including higher risk of substance misuse. The more adverse childhood experiences, the worse the outcomes are likely to be. For example, where children have four or more adverse childhood experiences, they are five times more likely to use illicit drugs and seven times more likely to be addicted to alcohol than children who have not. [23]

The effect of inequalities is being magnified by the coronavirus pandemic, and regardless of how quickly we can overcome the virus, these impacts are likely to be felt for a long time to come.

Many people have experienced trauma as a result of the crisis, including frontline workers, people who have lost loved ones, those who were seriously ill but recovered and those who struggled to feed or look after themselves and their families during the crisis. Economic inequalities have increased, with the least affluent struggling more than ever with debts, housing, employment and health. Children from the most deprived families are also most likely to have had their education negatively impacted by lockdown restrictions, which will have long-term effects on their opportunities in life.

All these issues create risk factors for substance misuse. How we respond to coronavirus therefore has significance far beyond the direct effects of the virus; it will determine the future of our community and our ability to build an environment that is conducive to lowering the risk factors for harmful use of alcohol and drugs.

Changes in the City of London

The Covid-19 pandemic and the introduction of strict social distancing measures, combined with “lockdown” in March 2020 and move to Tier 2 and 3 Covid restrictions, has led to a huge shift in the daytime population in the City of London. With the vast majority of City workers and other desk-based workers in central London working from home and the likelihood that this will remain the case in at least the short- to medium-term, this brings about significant changes to the Night Time Economy (NTE) in the Square Mile. These changes will, in turn, have a large impact on the “social” use of alcohol and substances among City workers and visitors to the City’s NTE; the effects of which it is too early to confirm. Most cocaine use among City workers has typically been in combination with alcohol consumption.

In addition, increased working from home has necessitated different approaches in terms of supporting City employers to share messages about alcohol and drug related harm and harm reduction with their workforces, such as through virtual channels and signposting to digital resources. This is not necessarily the case with regards to the City’s “hidden” workforce (such as security guards and cleaners), who continue to travel into the Square Mile and work on-site.

5. Conclusion and recommendations

The challenges that substance misuse creates for individuals and families in our community are only likely to increase as the broader social impacts of the pandemic become apparent. The current pattern of need across the City and Hackney highlights how important it is for us to ensure our treatment services are able to deliver for those affected, and our approaches to prevention must take in to account the wider determinants of health and focus on reducing health inequalities between different groups in our population.

None of this can be achieved by single measures that tackle isolated problems. We need the entire system to respond, and partners must work together to achieve this. As such, any recommendations should be made in the spirit of collaboration and consensus. I therefore propose the following six principles that should underpin partnership working. We will seek feedback from these partners to agree on how these principles should be employed and developed in response to the increasing need we are likely to see in the coming months and years.

Prevent

Reduce the availability of alcohol and illicit substances, increase price and restrict marketing especially where viewable by children.

A fundamental component of our approach to reducing the harms of substance misuse is creating an environment that is less conducive to it. For alcohol, Shoreditch and Dalston are already Special Policy Areas, creating a presumption that new licencing applications will be refused; more generally,

we advocate to continually seek appropriate and effective opportunities to discourage excessive consumption, through reducing 'special offers' and price reductions.

Our new service provider is obliged to support and promote local and national campaigns (e.g. Dry January, Alcohol Awareness Week), in an effective and strategic manner. The City and Hackney should use these opportunities to support national efforts to reinforce messaging around alcohol consumption, in particular zero alcohol during pregnancy; Fetal Alcohol Spectrum Disorders increase the future risks of substance misuse for those affected, and prevention is thus crucial to breaking recurrent cycles of alcohol misuse across generations.

Assess

Universal use of assessment tools in all agencies to identify children and adults at risk of substance misuse harms, including both use and dealing especially so called "county lines".

Consistent application of assessment frameworks must be a cornerstone of our approach to substance misuse. We need all professionals to be confident in applying these, such as the AUDIT-C framework for alcohol, and tools such as DAST for illicit substances, and to have clear subsequent referral pathways and mechanisms. Our new service provider is working closely with GPs to ensure a seamless transition of referral pathways, and this needs to be the case for all partners in the health system and social care.

Application of assessment frameworks also underpins our ability to recognise young people at risk of exploitation. The incentives for young people to become involved in gangs and “county lines” can be powerful, and we need a multiagency approach to supporting parents and carers to overcome these. Appropriate assessment forms the basis of this approach.

Dual Diagnosis

All clients accessing health or social care services with a suspected or confirmed mental illnesses are assessed for substance misuse at least every 12 months and an up to date dual treatment plan is recorded where a need is identified.

The interrelationship between mental health and substance misuse creates challenges in delivering services for people with the most complex needs. Joined up services which seek to eliminate the walls between interventions for mental health and substance misuse require good record keeping and dual treatment plans, designed to allow people to reconnect with services if treatment is halted prematurely.

Inform

Provide locally relevant information on the effects of substance misuse and where to get support, treatment or to exit illicit dealing/supply - ensuring information is widely known and all practitioners are confident to make an effective referral to local services.

All partners in the health, social care and education sectors need to be confident and aware of the services we are providing, with the opportunity to develop relationships with providers and develop an understanding of the services offered. Open days and networking meetings should be encouraged

and can be facilitated by the Public Health team. Public Health in conjunction with our new service provider Turning point will also aim to develop our approach to Shared Care among GPs.

Refer

Where either a vulnerability or existing substance misuse need is identified, an effective referral is made within the last 12 months. This must be documented and a follow up enquiry made with the client.

Consistency and quality of referrals from the health, social care and education providers must be continually reviewed, alongside a recognition that making a referral does not represent the end of our duty to the individual. Follow up is required to ensure treatment commences and results in a successful outcome. This often requires sensitivity to individual circumstances, for example the observation that many people referred for support with alcohol misuse find services that also tackle other types of substance misuse unacceptable.

Excel

A renewed local focus on helping people into effective treatment and ensure treatment outcomes including reductions in drugs overdoses, abstinence or harm reduction and successful blood borne virus outcomes are amongst the best in country.

We must draw on all the evidence available to us to provide the best service. This starts with our communities and service users; sharing of experiences through stories and user representation in decision making forums is an opportunity for all partners to take ownership and responsibility for substance misuse. Regular focus on NDTMS metrics and reflection on how we can improve upon them should similarly be a collaborative effort.

6. Appendix A: Related Policy Documents

National policies and recognised guidance

National Drug Strategy (2017) - Sets out the Government's partnership approach to tackle drug misuse at a local, national and international level. It is focused on reducing demand, restricting supply, building recovery and global action. [26] This expands on the aims of the previous strategy in 2010, namely to provide additional focus on reducing illicit drug use and increase the rate of people recovering from addiction and/or dependence on substances.

Drug misuse and dependence: UK guidelines on clinical management (2017): These guidelines, commonly known as the 'Orange Book', provide information for clinicians and commissioners on evidence-based pharmacological and psychosocial treatments, ensure safe clinical and prescribing practices within specialist drug and alcohol services, and other clinical environments such as hospitals, custody settings and GP practices. [27]

The National Institute for Health and Care Excellence (NICE) Guidelines: Commissioners and substance misuse services will comply with NICE guidelines on managing alcohol use disorders and drug misuse to ensure high quality practices for alcohol and drug use prevention, identification, assessment and treatment. [28]

Local Policies

Hackney's Alcohol Strategy (2017-2020): This local alcohol strategy is the result of a consultation process with residents and partners aiming to reduce alcohol-related harm in Hackney. [29] It is based on four core principles:

- encourage healthier drinking behaviours
- commission appropriate and responsive services
- support families, carers and young people affected by alcohol misuse
- promote responsible drinking environments.

Hackney Community Safety Partnership Strategic Assessment (2018-2019): This strategy focuses on tackling crime and disorder in Hackney and has three strategic priorities linked to alcohol and drug misuse:

- gangs, youth crime, youth victimisation and engagement
- alcohol related crime, licensing and safer socialising
- substance misuse, treatment and drug dealing.

City's Draft Alcohol Strategy (2019-2023): This strategy is currently in consultation with residents and workers of the City of London, but it stands on three main outcomes:

- people being informed about the risks of alcohol-related harms
- people being and feeling safe in the night-time economy
- people having the support they need to access services.

7. Appendix B: Case Study

The following case study has been provided with the permission of S. His story highlights the problems that people encounter dealing with a system where the parts do not always work together well. His engagement with the Multiple Needs Service shows how effectively partners from different agencies can be when they collaborate to overcome the problems to allow those with substance misuse problems to flourish.

S is a 50 year old male who was diagnosed with clinical depression, bi polar and personality disorder at a young age but his mental health worsened when his dad died unexpectedly. S was first introduced to class A drugs when he was an inpatient in a mental health hospital by other patients and his drug use, crack and heroin, continued after he was discharged. S was last sectioned in December 2015 for two months following an overdose as a deliberate serious suicide attempt.

S has a history of offending including charges for possession and shoplifting. Prior to his hospital admission S was homeless so on discharge he was placed in a hostel for ex-offenders in Stoke Newington by Probation.

S was referred to the Multiple Needs Service, MNS, in August 2016 by his keyworker at Hackney Recovery Service (HRS). S had been a client at HRS and prescribed 45mls of methadone since May 2016. S scored high on the Chaos Index at 39 out of 48 as he had support needs in all four key areas, mental health, substance use, criminal justice and unstable housing. S was on a methadone script but continued to use crack and heroin on a weekly basis, he was no longer being supported by mental health services but was compliant on medication prescribed by GP for clinical depression and bi-polar and he continued to attend probation.

When S was first referred to MNS he didn't know how the team could support him and asked to 'take it slow' as he didn't want to feel overwhelmed, but after the first few meetings he started to open up and spoke about his family and his mental health and substance use. S wasn't feeling supported at the hostel and there were concerns about issues he was having with the other resident in his flat and there was no 'move on' plan in place. This was impacting his mental health, in particular when he experienced bi-polar low moods he was finding it difficult to keep himself safe in his environment. S was expressing suicidal ideation and at times he considered hospital admission. MNS were active in coordinating and attending case management meetings with S, the hostel, HRS and Probation in order to develop a shared support plan.

Whilst putting a move on plan in place we were informed by the hostel that S had accrued almost £3000 rent arrears that he needed to pay off first. There appeared to be a short fall in housing benefit of around £50 per week, S wasn't in a financial position to cover this and pay off arrears so MNS took the lead on finding a solution. Through investigation, MNS were informed that this was an error as the hostel were classed as supported accommodation, so therefore a benefit cap does not apply. During this process, MNS discovered that S was registered for council accommodation and with the rent arrears now cleared, he was eligible to bid. MNS supported S to bid on properties and used their knowledge of Hackney to ensure they were in areas that suited his needs. Within a few weeks of bidding S was invited to view a property, MNS supported him to attend, he accepted the property and collected the keys and signed the tenancy agreement that same day.

The hostel supported S to move from the hostel into the flat three weeks later,

and allowed him to take the single bed and a small table from his room as he had no furniture of his own. In addition, the hostel and HRS applied for funding from various sources to help furnish the flat, enabling S to buy a fridge freezer and washing machine and in addition MNS Service bought him a microwave. MNS supported S with a PIP application which was successful and he used this to buy a cooker, double bed frame and put £200 towards a sofa and the other £250 was paid for from the Sherriff's Fund. A year later, because S had been unable to save for a double mattress, MNS team bought him one to celebrate maintaining his tenancy for one year and his 50th birthday.

Once settled in a safer environment and engaging well with MNS and HRS support, S wanted to access services to support his mental health. HRS contacted his GP who referred S to The Therapeutic Outreach Service (TCOS), a service for people with personality disorder and MNS referred S to the Wellbeing Network. MNS supported S to attend his assessment for TCOS and he was accepted for the 8 week Group Introduction programme and whilst he waited to start he attended some group sessions at the Wellbeing Network and continued to attend the peer led weekly SMART group.

S went on to complete the introduction programme at TCOS but found it challenging so felt unable to continue with the Wellbeing Network as well. When he was invited back to TCOS to discuss his progress and the next stage of treatment, S asked MNS to go with him and when asked, how MNS Team support him, he replied by saying, 'they saved my life'. S has been accepted for

the next stage of treatment at TCOS but was advised there is a 9 month wait to start and is currently still waiting. In the meantime he is encouraged to check in with TCOS if needed but is otherwise supported by HRS and MNS.

S continues to attend the SMART group and HRS and has reduced his methadone dose by more than half to 20mls. He had managed to reduce his dose to 5mls but at that point he experienced symptoms of withdrawal and bought street methadone to prevent him from using heroin over a weekend. S initiated a joint meeting with MNS and his keyworker at HRS to discuss what happened and together we decided it was best for him to go back up to 20mls as he'd also had some disruption with the medication prescribed by his GP. In joint meetings since then S has explored residential detox as an option and after attending several pretox groups and further discussion, has decided he is ready. There is a plan in place and funding agreed for S to attend 3 weeks residential detox to be followed by a 12 week abstinence day programme at HRS.

In recent weeks, a number of other service users and professionals have commented on the way S contributes during group sessions and how well it supports his peers. He has been exploring with MNS ways he could develop his skills and is considering an NVQ in Advice and Information with a view to facilitating his own peer led groups. Most recently he attended a MEAM learning hub where he contributed well and was proud to tell people he is an MNS service user.

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