



City of London Police Authority Board

Date: TUESDAY, 22 JUNE 2021
Time: 9.00 am
Venue: VIRTUAL MEETING – ACCESSIBLE REMOTELY

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

Enquiries: Polly Dunn
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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link: <https://youtu.be/jxiTH7rcGbQ>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Town Clerk after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

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

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 18 May 2021.

For Decision
(Pages 9 - 18)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 19 - 22)

5. **COMMITTEE MINUTES**

For Information

a) **Resource Risk and Estates Committee**

To receive the draft public minutes of the RREC meeting held on 4 May 2021.

For Information
(Pages 23 - 26)

b) **Economic & Cyber Crime Committee**

To receive the draft public minutes and non-public summary of the ECCC meeting held on 5 May 2021.

For Information
(Pages 27 - 32)

c) **Strategic Planning & Performance Committee**

To receive the draft public minutes of the SPPC meeting held on 4 May 2021.

For Information
(Pages 33 - 38)

6. **CHAIR'S PUBLIC UPDATE**
The Chair to be heard.

For Information
(Verbal Report)
7. **COMMISSIONER'S UPDATE**
Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)
8. **NATIONAL LEAD FORCE**
Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)
9. **CITY OF LONDON POLICE CAPITAL 2020/21 OUTTURN AND DEEP DIVE OF THE CAPITAL PROGRAMME**
Report of the Commissioner.

For Information
(Pages 39 - 46)
10. **CITY OF LONDON POLICE REVENUE BUDGET OUTTURN REPORT - 2020/21**
Report of the Commissioner.

For Information
(Pages 47 - 62)
11. **MEMBER GOVERNANCE OF THE ENTERPRISE RESOURCE PLANNING (ERP) PROJECT**
Report of the Chamberlain.

For Information
(Pages 63 - 68)
12. **ANNUAL REPORT ON PROFESSIONAL STANDARDS ACTIVITY - 2020/21**
Report of the Commissioner.

For Information
(Pages 69 - 92)
13. **THE CITY OF LONDON POLICE PENSION BOARD - REVIEW OF ACTIVITIES FOR THE PERIOD 1 APRIL 2020 TO 31 MARCH 2021**
Report of the Chamberlain

For Information
(Pages 93 - 98)

14. **CITY OF LONDON POLICE SECTOR POLICING MODEL - INITIAL SUCCESSES AND CHALLENGES**
Report of the Commissioner.

For Information
(Pages 99 - 108)
15. **RESPONSES TO ANTI-SOCIAL BEHAVIOUR IN THE CITY OF LONDON**
Report of the Director of Community & Children's Services.

For Information
(To Follow)
16. **RESOLUTION FROM THE BRIDGE HOUSE ESTATES BOARD**
To receive a resolution of the Bridge House Estates Board dated 4 May 2021.

For Information
(Pages 109 - 110)
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
18. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
19. **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

20. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 18 May 2021.

For Decision
(Pages 111 - 114)
21. **NON-PUBLIC OUTSTANDING REFERENCES**
Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 115 - 116)

22. **NON-PUBLIC COMMITTEE MINUTES**

For Information

a) **Resource, Risk & Estates Committee**

To receive the draft non-public minutes of the RREC meeting held on 4 May 2021.

For Information
(Pages 117 - 120)

b) **Economic & Cyber Crime Committee**

To receive the draft non-public minutes of the ECCC meeting held on 5 May 2021.

For Information
(Pages 121 - 122)

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

The Chair to be heard.

For Information
(Verbal Report)

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

The Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

25. **NATIONAL LEAD FORCE**

Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

26. **CITY OF LONDON POLICE MEDIUM TERM FINANCIAL PLAN - FINANCIAL CHALLENGES**

Joint report of the Chamberlain and Commissioner.

For Decision
(Pages 123 - 134)

27. **NATIONAL CYBERCRIME PROGRAMME - REGIONAL CYBER CENTRES - PROPOSED ESTABLISHMENT OF AND PARTICIPATION IN A COMPANY AS A NATIONAL HUB AND SERVICE PROVIDER**

Joint report of the Commissioner and Town Clerk.

For Decision
(Pages 135 - 148)

28. **GW 1-5: COVERT VIDEO TRANSMISSION SYSTEM**
Report of the Commissioner.
- For Information**
(Pages 149 - 172)
29. **GW2: AZURE POINT TO SITE VPN**
Report of the Chamberlain.
- For Decision**
(Pages 173 - 184)
30. **GW2: BARBICAN AIRWAVE COVERAGE**
Report of the Chamberlain.
- For Decision**
(Pages 185 - 196)
31. **GW2: DIGITAL ASSET MANAGEMENT SYSTEM PROJECT (CITY OF LONDON POLICE)**
Report of the Commissioner.
- For Decision**
(Pages 197 - 222)
32. **GW2: DIGITAL SOCIAL MEDIA PROJECT (CITY OF LONDON POLICE)**
Report of the Commissioner.
- For Decision**
(Pages 223 - 246)
33. **GW2: BISHOPSGATE ARMOURY PROJECT**
Report of the Commissioner.
- For Decision**
(To Follow)
34. **GW 3-4: BODY WORN VIDEO REFRESH**
Report of the Commissioner.
- For Decision**
(Pages 247 - 272)
35. **SECTION 98 MUTUAL AID AGREEMENT -MASS MUTUAL AID TO SUPPORT POLICE SCOTLAND - COP26 - NOVEMBER 2021**
Report of the Commissioner.
- For Decision**
(Pages 273 - 278)

36. **UPDATED S22A COLLABORATION AGREEMENT WITH THE NATIONAL POLICE CO-ORDINATION CENTRE (NPOCC)**
Report of the Commissioner.

For Decision
(Pages 279 - 282)

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

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

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CITY OF LONDON POLICE AUTHORITY BOARD Tuesday, 18 May 2021

Minutes of the meeting of the City of London Police Authority Board held virtually on
Tuesday, 18 May 2021 at 9.00 am

Present

Members:

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

Officers:

Simon Latham	- Deputy Chief Executive
Alex Orme	- Head of Police Authority Team
Oliver Bolton	- Deputy Head of the Police Authority Team
Rachael Waldron	- Compliance Lead, Police Authority Team
Alistair Cook	- Head of Police Authority Finance
Polly Dunn	- Town Clerk's Department
Kerry Nicholls	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department
Caroline Al-Beyerty	- The Chamberlain
Jonathan Chapman	- Chamberlain's Department
Sean Green	- Chamberlain's Department
Bukola Soyombo	- Chamberlain's Department
Paul Chadha	- Comptroller & City Solicitor's Department

City of London Police:

Ian Dyson	- Commissioner of Police
Angela McLaren	- Assistant Commissioner
Alistair Sutherland	- Assistant Commissioner
Cecilie Booth	- Chief Operating and Finance Officer
Chris Bell	- Fraud Service Delivery and Analytics
Hayley Williams	- City of London Police

1. **APOLOGIES**

There were no apologies. Deputy Keith Bottomley noted that he needed to depart the meeting at 10.30.

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

There were none.

3. **MINUTES**

a) City of London Police Authority Board

The Chair indicated his candidature for the APCC, due to be considered at the Annual General Meeting, scheduled for July 2021.

It was noted that following the April meetings, the Deputy Chair had nominated Alderman Timothy Hailes (Chair of the Resource, Risk & Estates (Police) Committee) to take their place on the Capital Buildings Committee.

RESOLVED, that the public minutes and non-public summary of the meeting held on 16 April 2021, are approved as an accurate record.

b) City of London Police Authority Board

RESOLVED, that the public minutes and non-public summary of the meeting held on 20 April 2021, are approved as an accurate record.

4. **OUTSTANDING REFERENCES**

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

- 8/2021/P – A date was being progressed.
- 11/2021/P – A schedule of events and communications with the APCC would be shared would be shared with the ECCC in September 2021.
- 13/2021/P – Progress had been slightly held back due to the need to ensure that the Force's website to linked in with the national policing webpages. The Commissioner gave assurances that the website will be fully up to date by the end of May.
- 15/2021/P – The Chair wished to proceed at pace to fill these vacancies.

RESOLVED – That the Committee notes the report.

5. **CHAIR'S PUBLIC UPDATE**

Members received a verbal update from the Chair.

PCC elections – potential implications

Significant changes were expected at the recent PCC elections on 6 May; however, the changes were more significant than many expected. Of the 41 PCC, PFCC, and Mayoral elections, the Conservatives won 29, Labour 11, and Plaid Cymru 1. There were now no independent PCCs.

Paddy Tipping, a Labour PCC (and current Chair of APCC) lost his election for PCC in Nottinghamshire, highlighting the increasingly political feel of the PCC elections. The balance of power had shifted significantly (with one political party dominating for the first time). It meant that there will be an interesting context to hold the election of the new APCC Chair, the impact on membership of the APCC Board, and the distribution of portfolio responsibilities.

The Chair was interested to see how Government and Ministers interacted with the APCC and PCCs. He felt that there was a real risk that politics will play a greater role in future and that this may be problematic.

Given the low number of Labour PCCs that have been elected, it is likely the previous convention of splitting leads and deputies of portfolios along party lines would have to be adjusted. The Chair was engaging concerned parties with regards to acting as the APCC Lead on Economic Crime and Cyber.

The elections had also led to changes on the Board of APCC. The Chair had indicated his willingness to take on the role of Statutory Director of APCC for the position reserved for Other Policing Bodies.

With regard to APCC engagement, in order to push Economic and Cyber Crime further up the national agenda, the Chair was looking at the following:

- Writing to PCCs to raise the issue of fraud and cybercrime and the need to include this area in their Police and Crime Plans. The letter also indicated what support was available for this.
- Sending an induction pack on Economic and Cyber Crime to the APCC for the new PCCs over the proceeding 3-4 weeks (which would complement the 'role of the PCC' briefings that were being organised through late May/June).
- Arranging for the force to send out information on good work to PCCs on a monthly basis.
- Continuing to push for a date for a post-AGM fraud forum (mid-late July).

Police Authority Governance

The Policing Plan was presented to the Court of Common Council on 13 May. The Chair asked Members if they had received any feedback regarding the issues or priorities, that they share this with him. The Chair noted that Anti-social Behaviour (ASB) was clearly an area for interest for his colleagues.

Following the Board meeting on 16 April 2021, the following appointments to the Board's Committees were confirmed. Chair of Policy & Resources, Deputy Catherine McGuinness, and Deputy Edward Lord had been appointed to the ECCC. Deputy Jamie Ingham Clark, as Chair of the Finance Committee, was to assume his role on RREC. As previously mentioned, Alderman Tim Hailes to act as the Deputy Chair's nominee on Capital Buildings Committee.

Recruitment had started for the 2 additional external members on PAB and for external Members on ECCC, SPPC and RREC.

Police Authority Website

The Chair drew Members attention to the new Police Authority website that was launched on the 12 May 2021.

The APCC website had also been updated with the correct details although it still referred to an old version of the City's Policing Plan. **16/2021/P**.

The Chair wished to record his thanks for a very enjoyable half day with officers for a uniformed street patrol where he met one of the five direct entry detectives undertaking their necessary street duties as well as another probationer PC. The Chair later met with representatives of the Dog Unit, authorised firearms officers with the Legion team, traffic officers and support group with a Chief Inspector.

Online Harms Bill, Fraud Action Plan and further consultation

The Chair was pleased that the Online Harms Bill referenced in the Queen's speech did include financial fraud on social media and dating apps. This would help to protect people from romance scams and fake investment opportunities and came as a result of campaigns supported by the Chair, CPR, PIMFA and other trade bodies as well as victims' organisations.

It meant that online companies would, for the first time, have to take responsibility for tackling fraudulent user-generated content, such as posts on social media, on their platforms. This include romance scams and fake investment opportunities posted by users on Facebook groups or sent via Snapchat.

The Chair welcomed this and felt that it was clear that the message around making tech companies more accountable is resonating. However, Fraud via advertising, emails or cloned websites would not be in scope because the Bill focuses on harm committed through user-generated content.

The Government was working closely with industry, regulators and consumer groups to consider additional legislative and non-legislative solutions.

The Home Office would publish a Fraud Action Plan after the 2021 spending review and the Department for Digital, Culture, Media and Sport was due to consult on online advertising, including the role it can play in enabling online fraud, later in the year. The Chair had asked the Police Authority Team and the Force to consider how the Board may best influence that.

Accommodation

Planning consent for the new accommodation was granted for the Salisbury Square development at a Special Sub-Committee of Planning & Transport on 22 April.

An accommodation deep dive with Members of Capital Buildings Committee needed to be held in the next two months to ensure there was joined up thinking on operational requirements, how these will be satisfied and funded. **17/2021/P**.

Recruitment of a new Police Commissioner

Following the announcement of Commissioner Dyson's retirement, the recruitment drive for his successor had commenced. Commissioner Dyson will be retiring from the force at the end of 2021, after an incredible 38 years in policing and having served in the role for almost six years.

The Board would oversee the recruitment process and will be applying the Equality Act 2010 when shortlisting candidates, in order to encourage applicants with protected characteristics who are underrepresented to apply.

The new Commissioner is expected to be announced in the Summer.

Equality & Inclusion: Update

The Chair met with the CoLP Black Police Association (BPA) Chair with the Deputy Chair and Rachael Waldron to discuss how to improve recruitment, progression, retention and exit with dignity.

The Chair and Deputy Chair of the Board were also due to meet the Chair of the City of London Police Federation at the end of the month.

Future scrutiny and oversight of Equality & Inclusion

At the Professional Standards & Integrity Committee(PS&I) on the 6th May, the Force agreed to circulate the 'Inclusive Employer report' that had been commissioned and an update on how the recommendations from that report were being managed as part of the wider Force E&I action plan, to the next PS&I Committee meeting in September. There was also discussion about a redacted version of the E&I action plan being circulated to a wider audience. Headline points from this action plan will be presented to PS&I along with the Inclusive Employer report so that Members can scrutinise and monitor progress. A highlight report is on the agenda today for information.

Financial Update

The outturn was a £5.2m underspend, which was a bit less than forecast at Q3 due mainly to an overspend on IT costs and some Action Fraud pressures, offset slightly by the unexpected receipt of a £0.4m COVID grant from Home Office late in the year. £3m of this underspend has already been approved for funding the increased Action Fraud extension costs in 21/22. The proposed use of the residual amount is:

- £1m loan repayment.
- £0.4m COVID grant monies to earmarked reserve (Home Office has allowed it to be carried forward).
- £0.8m to general reserve.

The rationale for the £1m of loan repayment is that it significantly exceeds the underspend on the 67 growth roles and will enable £2.5m of loan repayment by end-21/22, which in line with the schedule assumed in last year's Police MTFP. Originally there was no provision made for loan repayment in 20/21.

RESOLVED, that the update be noted.

6. COMMISSIONER'S PUBLIC UPDATE

Members received a verbal update from the Commissioner.

Numbers of people in the City had started to increase both in the day and evenings. Whilst crime levels for some crime types were approaching levels pre-lockdown, the volume of reports remained low (50% lower than the previous year). Despite this, the Force was not complacent and implemented the Policing Plan to ensure the City did not exceed pre-lockdown crime figures.

There was increased activity with the Metropolitan Police Service (MPS) in response to protests and other public order matters. Officers were deployed on eight occasions in recent weeks, but this was a manageable level.

The 20 May 2021 a high visibility day was planned to work in partnership with the City Security Council. This was organised to welcome people back to the City (workers, visitors), by engaging with people through various stands, bike marking events etc. This helped to promote the return to the City by highlighting the continued safety provided by the Force and partner security organisations.

The Force was looking at plans to ensure its own working environments were suitably equipped and safe for the mixed economy of employees working from home and in the office.

Following a question raised at the recent Court of Common Council meeting, a concern over the Anti-Social Behaviour (ASB) in the west of the City had been drawn to the Commissioner's attention. The local policing model, Chief Inspector and Sector Inspector were leading the response by meeting with partners and the Corporation to look at prevention opportunities. The nature of the issue made the matter challenging but not impossible. The Commissioner encouraged more people to submit ASB or crime reports to the Force, so they have a richer picture of what is taking place, enabling them to take appropriate tasking action in response.

The Home Secretary had given approval to progress to the next stage of procurement for the Next Generation Fraud and Cyber Crime Reporting Service. With formal procurement launching soon.

The Senior Leadership Team at the Force had participated in a two-day workshop on inclusion, facilitated by an external company. This course covered inclusive leadership and made those taking part consider the issues raised in surveys locally and nationally.

On the budget, the Commissioner expressed caution over the underspend from last year as it was unlikely this would be replicated this year. There were challenges ahead but this was being worked through with the Treasurer and Chamberlain's Department.

RESOLVED, that the update be noted.

7. **NATIONAL LEAD FORCE**

Members received a verbal update from the Commissioner and Chief Officers.

There continued to be a significant level of fraud reporting in January – March 2021. This was being managed as well as possible, with a focus on victim response and experience.

Since the last meeting, the Economic & Cyber Crime Committee had met. This group would routinely scrutinise the work of NLF in greater detail.

A workshop on NLF was held before the Board meeting.

Regarding communications and engagement, a weekly strategic communications and engagement group meeting was being held. This involved leads from the COLP Media Team, Corporate Affairs, policy at the Force, Innovation and Growth and COL Communications. There had been some media activity as a result on pension and holiday fraud.

Other engagements planned included Policing Plan Priorities and releases around Cyber Resilience, The Force was working on round tables with RUSI on the Online Harms Bill to which Members will be invited. The Force were looking to improve and drive information packs out to PCCs and report this through ECCC and COLPAB as appropriate.

RESOLVED, that the update be noted.

8. **EQUALITIES AND INCLUSION HIGHLIGHT REPORT**

Members received a report of the Commissioner regarding equalities and inclusion.

Members requested that measurements and targets be introduced to ensure they were able to monitor progress. It was suggested that benchmark data might be available from other forces (e.g. Met, Manchester, Birmingham).

It was noted by a Member that the Special Constabulary had not made the same progress as the Regular Force in recruiting BAME and female officers. The Commissioner responded to say that he thought that one of the reasons would have been because there had been a hiatus on Specials recruitment during the Covid pandemic but he confirmed that he would investigate the matter and report possible causes for this after the meeting in a note to Members **18/2021/P**. He noted, however, that the Special Constabulary rely heavily on volunteers that work in the City. This pool of volunteers dwindled with people working from home in the pandemic.

The Chair of Professional Standards & Integrity noted that whilst work to improve equality & inclusion in the Force went beyond recruitment, what had been presented came as a robust and welcome start. She encouraged the Force to ensure that the whole workforce is not alienated by changes made and that these be seen as positive moves for the benefit of all, rather than isolating individual groups for special treatment.

RESOLVED, that the report be noted.

9. **GATEWAY 1-5: AUDIO VISUAL REFRESH FOR CITY OF LONDON POLICE**
Members considered a gateway report of the Chamberlain regarding the Audio-Visual Refresh for City of London Police.

Officers clarified that the project was funded by the capital loan scheme. The project provided good value for money as it would allow for 23 meeting and 4 pod rooms to be fitted out. With the exception of some re-cabling, this would not be a fixed asset and could be moved into new facilities if/as required with ongoing COLP accommodation works.

The Commissioner assured Members that there would be a mixed economy of staff on site and working from home but that this would be managed appropriately.

RESOLVED, that Members,

- Approve a project budget of £123.2k (excluding risk)
- Approve a costed risk provision of £12.3k with draw down to be delegated to CoLP Chief Operating Officer; and
- That Option 1 for the installation of audio-visual equipment to the City of London Police estate be approved.

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

There were no questions.

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

There were no items of urgent business.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 20 April 2021, are approved as an accurate record.

14. **NON-PUBLIC OUTSTANDING REFERENCES**

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

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

Members received a verbal update from the Chair.

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

Members received a verbal update from the Commissioner.

17. **NATIONAL LEAD FORCE**
Members received a verbal update from the Commissioner and Chief Officers.
18. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE - NEXT GENERATION AND CURRENT SERVICE UPDATE REPORT**
Members received a report of the Commissioner regarding the Fraud and Cyber Crime Reporting and Analysis Service – Next Generation and Current Service Update.
19. **GATEWAY 1-5: LAW ENFORCEMENT COMMUNITY NETWORK (LECN)**
Members considered a Gateway 1-5 report of the Chamberlain regarding the Law Enforcement Community Network (LECN).
20. **CITY OF LONDON POLICE RISK REGISTER UPDATE**
Members received a report of the Commissioner regarding the City of London Police Risk Register Update.
21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
22. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.
23. **CONFIDENTIAL MINUTES**
RESOLVED, that the confidential minutes of the meeting held on 20 April 2021, be approved as an accurate record.

The meeting ended at Time Not Specified

Chairman

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City of London Police Authority Board – Public Outstanding References

15/2018/P	Item 4 Outstanding References	Barbican CCTV will form part of Secure City Programme when CCTV is reviewed in the round.	Commissioner of Police	DUE SIX MONTHS POST-CROSSRAIL OPENING
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	COMPLETE Report on agenda
8/2021/P	25 March 2021 Commissioner's Public Update	To clarify accountability surrounding command structures in mutual aid operations, a briefing on how public order operations were conducted would be provided for Members	Commissioner/ Town Clerk	COMPLETE Briefing held on 7 June 2021.
11/2021/P	20 April 2021 Chair's Public Update	Schedule of events and communications produced with the APCC – to be shared with Members of the ECCC in May 2021.	PA Team/ Commissioner	COMPLETE To be shared with the ECCC in September.

12/2021/P	20 April 2021 Chair's Public Update	A report to be submitted to the upcoming E&CCC on the locus of the Policy and Mayoralty agenda, explaining the impact of the National Crime and Policing Measures and greater responsibility of PCCs and the Police Authority	PA Team	In Progress
13/2021/P	20 April 2021 Communication and Engagement Strategy Update	Force's website to be updated, particularly in relation to NLF and Economic Crime. A timeline of when this may be completed to also be provided.	Commissioner	COMPLETE Corporate Comms confirms this has been completed. National Lead Force City of London Police -
15/2021/P	20 April 2021 Any other business the Chair considers urgent	Recruitment campaign to get underway for the various new external posts created on the Board and its Committees.	Town Clerk/Deputy Chief Executive	In Progress The advert is live and applications will be considered in time for the Board to consider them in July 2021.
16/2021/P	18 May 2021 Chair's Public Update	The APCC website referred old version of the City's Policing Plan – this needed to be updated.	Police Authority Team	In Progress PA Team confirms this is in hand and are liaising with Force and APCC colleagues to correct this. Probably complete by day of PAB meeting.

17/2021/P	18 May 2021 Chair's Public Update	An accommodation deep dive with Members of Capital Buildings Committee needed to be held in the next two months to ensure there was joined up thinking on operational requirements, how these will be satisfied and funded.	Police Authority Team/Commissioner/City Surveyor's Department	In Progress – Date to be confirmed
18/2021/P	18 May 2021 Equalities and Inclusion Highlight Report	It was noted by a Member that the Special Constabulary had not made the same progress as the Regular Force in recruiting BAME and female officers, the Commissioner confirmed that he would investigate the matter and report possible causes for this after the meeting in a note to Members	Commissioner	COMPLETE – Circulated with Agenda
19/2021/P (formerly 7/2021/NP)	7 January 2021 Police Accommodation Strategy – CoLP Resource Requirements	Work be undertaken to identify whether the delivery of the CoLP Accommodation Programme could best be done via a dedicated delivery team or with the City Surveyor's Department.	City Surveyor/Commissioner	In Progress The Assistant Commissioner confirmed that he had undertaken a review of the programme team and that it would be cut by two posts. The team would be streamlined and adapted over time to match the activity over the life of the programme in order to provide better value for money. Proposals would be going to Capital Buildings Committee in July or September.

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RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Tuesday, 4 May 2021

Minutes of the virtual meeting of the Resource, Risk & Estates (Police) Committee
held on Tuesday, 4 May 2021 at 10.30am

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy James Thomson (Deputy Chairman)
Deputy Keith Bottomley
Tijs Broeke
Helen Fentimen
Andrew Lentin
Graham Packham
Dawn Wright

Officers:

Alistair Cook	- Police Commissioner, CoLP
Simon Latham	- Town Clerk's Department
Hayley Williams	- City of London Police
Cecilie Booth	- City of London Police
	-
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1. APOLOGIES

There were no apologies.

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

There were no declarations.

3. TERMS OF REFERENCE

The Terms of Reference were presented to the Committee for information.

In receiving the terms of Reference, the Chairman recommended that the Committee should focus on:

- Underspend from 2020/21 and balancing the budget for 2021/22.
- Flagging key challenges and identifying funding to meet these challenges.

- Creating a clear, transparent, concise and credible plan to deliver key strategic priorities through effective collaboration between the CoLP, Chamberlain's and City Surveyor's Officers.
- Addressing accommodation challenges and developing effective dialogue with the Corporate Assets Sub Committee.

RESOLVED – That the Committee's Terms of Reference be noted.

4. **INTERNAL AUDIT UPDATE REPORT**

The Committee considered a report of the Chamberlain regarding the Internal Annual Audit Opinion regarding the CoLP.

Members were pleased to hear that the most recent Internal Audit Opinion was that the CoLP had effective control measures in place to deliver its objectives.

In considering the report, Members made the following points:

- Members were pleased to see progress being made and requested further narrative in future reports on limitations and obstacles.
- Although helpful, the workforce planning and financial information needed more detail to tell the "complete story."
- What were the likely timescales for completion of the outstanding actions listed in para 6 (page 3 of the supplementary agenda pack)

The Committee Chair emphasised the need for audit activities to be informed by corporate plan priorities taking into account funding levels.

In response to questions and comments from Members, Officers stated that the outstanding recommendations listed in para 6 Front Desk Audit- hinged around CoLP recruiting for audit around front desk property. It was noted that capacity in this area was being managed under the Transform Programme and would remain until all recommendations for the Transform Programme had been implemented. CoLP was working jointly with the Internal Audit Team and going forward, this collaborative working would be strengthened.

RESOLVED – That the report be noted.

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

There were no questions.

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

There was one item of business set out in 6a below.

6.1 **Draft Police Authority Board Risk Register**

The Committee considered a report of the Police Authority Chief Executive flagging key risks for the CoLP from the Authority's perspective.

In considering the report, Members requested confirmation that the CoLP Risk Register was aligned with the Police Authority Board (PAB) Register and a request was also made for the column headings of the register to be carried over to each page. The Force Head of Governance and Risk Assurance responded to say he had not had sight of the PAB Register previously but confirmed that he would work with the Police Authority Team to ensure that the Registers were aligned.

Members were concerned that the Authority's register had not been presented on the standard City of London Corporation risk template and timelines and targets were not included. This information was needed to ensure that the Authority was able to manage and mitigate risk in a timely manner.

In response to observations from Members, Officers gave assurances that the CoLP Risk Register would be cross referenced with the PAB Register to ensure full alignment and the Authority's Register would be reformatted to take into account the views of Members. Going forward, on future agendas this item would be placed alongside the CoLP Risk Register so that the items were considered consecutively to provide context.

RESOLVED –

1. That the report be noted.
2. That in the light of observations from Members, the CoLP Risk Register is cross referenced with the PAB Register to ensure full alignment and the Authority's Register would be reformatted to take into account the views of Members.
3. For future agendas this item is placed alongside the CoLP Risk Register so that these items can be considered consecutively.

7. **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 remaining items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

8. **TRANSFORM PROGRAMME: PROGRESS UPDATE**

The Committee considered a report of the Police Commissioner providing an update on the force's Transformational Change Programme.

9. **CITY OF LONDON POLICE WORKFORCE PLAN UPDATE**

The Committee considered a report of the Police Commissioner providing information to supplement the Workforce Plan update.

10. **CITY OF LONDON POLICE RISK REGISTER**

The Committee considered a report of the Police Commissioner providing an update on current risks for the CoLP.

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

There were no non-public questions.

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

There was one item of non-public business.

12.1 **Chartered Institute of Public Finance & Accountancy (CIPFA)
Finance Review Improvement Plan Update**

The Committee considered a report of the Police Commissioner providing an update on implementation of Financial Management Capability Review recommendations.

The meeting ended at 12.01 pm

Chairman

**Contact Officer: Polly Dunn
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ECONOMIC AND CYBER CRIME COMMITTEE OF THE CITY OF LONDON
POLICE AUTHORITY BOARD

Wednesday, 5 May 2021

Minutes of the meeting of the Economic and Cyber Crime Committee of the City of London Police Authority Board virtually on Wednesday, 5 May 2021 at 9.00 am

Present

Members:

Deputy James Thomson (Chair)
 Tijs Broeke (Deputy Chairman)
 Deputy Keith Bottomley
 Graeme Doshi-Smith
 Alderman Emma Edhem
 Alderman Timothy Hailes
 Andrew Lentin (External Member)
 Alderman Bronek Masojada
 Dawn Wright

In Attendance

Deputy Edward Lord

City of London Police Authority:

Simon Latham	- Deputy Chief Executive
Oliver Bolton	- Deputy Head, Police Authority Team
Rhiannon Leary	- Town Clerk's Department
Chloe Rew	- Town Clerk's Department
Mary Kyle	- Town Clerk's Department, Innovation & Growth
Bukola Soyombo	- Chamberlain's Department

City of London Police Force:

Angela McLaren	- Assistant Commissioner
Clinton Blackburn	- T/Commander
Christopher Bell	- City of London Police
Ashleigh Dumas	- City of London Police
Andrew Gould	- City of London Police
Charlie Morrison	- City of London Police

1. APOLOGIES

Apologies were received from the Chair of the Policy & Resources Committee.

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

There were none.

3. **TERMS OF REFERENCE**

The Terms of Reference as set out by the Police Authority Board at its meeting on 16 April 2021 were received, noting one correction to the composition that two Members would be co-opted from the Police Authority Board.

4. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the previous meeting held on 3 February 2021 be agreed as a correct record.

5. **CHAIR'S PUBLIC UPDATE**

The Chairman provided an update from a police authority perspective. The APCC have brought together the fraud and cyber crime portfolios, and the portfolio leads will be appointed in due course. The policing minister had recently announced the priorities for policing nationally, which included a focus on tackling cyber crime.

6. **T/COMMANDER'S PUBLIC UPDATE**

The Assistant Commissioner introduced key officers in the economic crime team at the City of London Police who will be reporting to the committee. The force continued to build capability and capacity in their team to ensure adequate staffing and resources to address economic and cyber crime, particularly during the pandemic. In response to Members' concerns regarding departments working together, Members were informed that a weekly stakeholder engagement programme brought various departments together (ie. Innovation & Growth; Communications) to ensure work was carried out as a collective.

7. **NATIONAL LEAD FORCE PLAN UPDATE**

Members received a report of the Assistant Commissioner relative to the National lead Force Plan update. The following points were noted with respect to the 5 high-level outcomes:

- Outcome 1: improvements were underway for the current system and such improvement efforts would continue until the new system is in place;
- Outcome 2: regarding preventing crime, the force continued to identify ways to support the public to prevent being victimised by crime in the first place;
- Outcomes 3 and 4: regarding responses to crimes once they have been reported, Members were informed that the force was not in a position to hold an investigation following each report.
- Outcome 5 on training, capabilities and increasing skills, educational packages were developed online to be used nationally.

The Chairman suggested developing educational packages for schools, both local and nationally, to educate students as part of effort to prevent young people becoming victims of economic and cyber crime.

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

8. **INNOVATION & GROWTH - OVERVIEW OF CYBER & ECONOMIC CRIME RELATED ACTIVITIES**

Members received a report of the Executive Director, Innovation & Growth, in respect of the Innovation & Growth Cyber & Economic Crime Related Activities. IG was working in the following areas:

- the regulatory team was looking to contribute to a coherent global framework, including working with the City's Brussels office to influence EU legislation;
- the trade and investment team have a workstream focused on cyber insurance;
- the innovation & tech team focused on ensuring the right tech products were available to support financial and professional services across the UK; and,
- promoting ongoing work in the City to ensure a safe cyber environment to do business (ie. through comms strategies, stakeholder engagement and international visits, and the Global City website).

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

9. **CYBER GRIFFIN - OVERVIEW**

Members received a report of the Assistant Commissioner in respect of a Cyber Griffin Overview. The joint initiative between the City of London Corporation and the City of London Police to train and bring awareness of cyber security to the Square Mile. Digital platforms have been established to offer the programme with wider reach, to assist other forces and offer the programme overseas. Innovation & Growth would work the the CoLP to ensure appropriate messaging for wider reach to SMEs and other stakeholders. In terms of branding, Members noted the importance of appropriate branding (ie. corporate, City of London Police or Team Cyber UK branding) to ensure that it is clear where the initiative comes from. Questions of funding would be answered in non-public session.

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

10. **ECONOMIC CRIME ACADEMY UPDATE**

Members received a report of the T/Commander in respect of the Economic Crime Academy (ECA) Update. The ECA moved online due to the pandemic and course registration numbers have returned to pre-pandemic levels. Funding from the elicit finance budget would allow for further rollout of ECA programming and pilot new training courses. The Chairman noted the work of the National College of Policing, and that the ECA served to fill the gap in economic crime police training.

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

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

There were none.

12. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no other business.
13. **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.
14. **NON-PUBLIC MINUTES**
RESOLVED, that – the non-public minutes of the previous meeting held on 3 February 2021 be agreed as a correct record.
15. **NON-PUBLIC REFERENCES**
Members considered a joint report of the Town Clerk and Commissioner regarding non-public references.
16. **CHAIR'S NON-PUBLIC UPDATE**
The Chair's non-public update was heard.
17. **T/COMMANDER'S NON-PUBLIC UPDATE**
The Assistant Commissioner had nothing further to update in non-public session.
18. **ECONOMIC CRIME DIRECTORATE PERFORMANCE REPORT Q4 - JANUARY-MARCH 2021**
Members received a report of the Commissioner in respect of the Economic Crime Directorate Performance Report for Q4, January-March 2021.
19. **NATIONAL POLICE CHIEF COUNCILS (NPCC) CYBER CRIME PORTFOLIO**
Members received a report of the Assistant Commissioner in respect of the National Police Chief Councils (NPCC) Cyber Crime Portfolio
20. **STAKEHOLDER ENGAGEMENT AND POLICY UPDATE**
Members received a joint report of the Commissioner and the Town Clerk in respect of the stakeholder engagement and policy update.
21. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE - NEXT GENERATION AND CURRENT SERVICE UPDATE REPORT**
Members received a report of the Assistant Commissioner in respect of the Fraud and Cyber Crime Reporting and Analysis Service – Next Generation and Current Service Update report.
22. **NON-PUBLIC APPENDIX TO CYBER GRIFFIN - OVERVIEW**
The non-public appendix was read in conjunction with the Cyber Griffin Overview at agenda item 9.
23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

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

There was no other business.

The meeting ended at 11.00 am

Chair

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STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE Tuesday, 4 May 2021

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Virtual Meeting - Accessible Remotely on Tuesday, 4 May 2021 at 9.00 am

Present

Members:

Tijs Broeke (Chair)
Andrew Lentin (Deputy Chairman)
Munsur Ali
Helen Fentimen
Alderman Timothy Hailes
Deborah Oliver
Deputy James Thomson
Deputy Philip Woodhouse

Officers:

Police Authority

Simon Latham	- Deputy Chief Executive, Town Clerk's Department
Alex Orme	- Town Clerk's Department
Chloe Rew	- Town Clerk's Department
Alistair Cook	- Chamberlain's Department
Aqib Hussain	- Chamberlain's Department

City of London Police

Alistair Sutherland	- Assistant Commissioner
Paul Adams	- City of London Police
Christopher Bell	- City of London Police
Kelly Harris	- City of London Police
Stuart Phoenix	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

There were no apologies.

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

There were no declarations.

3. TERMS OF REFERENCE

Members received the Terms of Reference of the Committee as set out by the City of London Police Authority Board on 16 April 2021.

It was noted that there may be some overlap between the new Committees and that terms of reference may need to be reviewed as matters were brought forward.

4. **MINUTES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE**

Members received, for information, the final minutes of the now dissolved Performance & Resource Management Committee meeting.

RESOLVED, that the public minutes and non-public summary of the Performance & Resource Management Committee meeting held on 2 February 2021, be noted.

5. **PUBLIC OUTSTANDING REFERENCES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE**

Members received a joint report of the Town Clerk and Commissioner regarding the outstanding references of the now dissolved Performance & Resource Management Committee.

It was noted that all items were either completed or in progress.

With regard to 11/2020/P – The Chair stated that September was some time distant and asked if it was possible to have something sooner. The AC commented that the timeframe had been chosen as the Sector Policing Model would have been in place for a year in September, so this seemed like a realistic time period for which to conduct the post implementation review. The Chairman stated that he would prefer it if an interim report could be made available ahead of the September SPPC and could be shared with Members outside of Committee in due course.

RESOLVED, that the report be noted.

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

Members received a report of the Commissioner regarding Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspection Update.

Following on from the meeting in February 2021, Safeguarding and protection of vulnerable people matters had been addressed. The ambition of the Force was to close down as many of the amber and red actions as possible, there were seven new green recommendations/areas for improvement. It was noted that there were seven organised crime threats and within the area of organised crime, there were significant areas of activity in relation to managing the response to Organised Crime that crossed boundaries with the Metropolitan Police Service

On Roads Policing, recommendation 6 should be revised from “analytical capability” to “capacity”. The Force responded to say it was infact both a capacity and capability issue. It was suggested that the Force meet with

relevant officers from the Department for Built Environment and the new Member SIA for Roads Policing (Graham Packham) to explore how these items on road safety might be addressed.

It was suggested that items coded in white needed to be considered in the context of their impact on the COLP's ability to exercise its required duties.

There was concern that a large number of deadlines had been put back and slipped. The Chairman asked for an interim update prior to recess on those that were marked to be completed at the end of June and July in order to keep track of these. (1/2021/P).

With regard to Crime Data Integrity inspection 2019 and the area for improvement listed under paragraph 5 "The force should immediately improve its collection and analysis of equality data through its crime reporting and recording systems", it was noted that there was no standard across the country that could be emulated. In light of this, the Force was looking at the best way to address the recommendation. In terms of alienating victims, this was a sensitive matter. Questions were asked of victims about sexuality, religion, etc, in order to ascertain if the crime was targeted. But victims did not always want to give this information voluntarily.

Following a question on cannabis warnings, the Force confirmed that this was a supervision issue rather than a training issue and messaging had been distributed. The AC was confident that the new lead (Head of UPD) would add more rigour in this area and would take forward to resolve the concern.

Prevention measures had been successful for those vulnerable to economic crimes, including the elderly. Work was ongoing to identify those vulnerable to economic crime. The Chair requested that the matter be raised with Safer City Partnerships if it had not been done already.

It was considered that slow progress had been made with respect to recommendation 8 from Understanding the difference: the initial police response to hate crime. Assurances were sought that this work would be delivered for June 2021, as projected within the report.

RESOLVED, that the report be noted.

7. **HR DATA MONITORING REPORT 1 OCTOBER 2020 - 31 MARCH 2021**

Members received a report of the Commissioner regarding HR data monitoring for 1 October 2020 – 31 March 2021.

Members requested clearer linkages between this report and ongoing works on the Strategic Threat and Risk Assessment (STRA) process, Policing Plan and MTFP. It was felt that a collaborative way of working would make reporting much smoother. It was noted that that would be provided going forward through the Workforce Plan Update, and not the Data Monitoring Report.

It was noted that the COLP had an aged workforce, but that the data suggested that this was not as high as expected. There was a normal rate of turnover for new joiners when compared to other forces. BAME officers were previously more likely to leave, but a buddy programme had been effective in addressing this.

Following a question on the root cause for transfers, the Force explained that the exit interview process was being updated to provide greater insight into departures.

It was noted that the staff survey was crucial, and the action plan needed to be monitored. It was noted that the Staff Survey update would be provided to the Professional Standards and Integrity Committee going forward as referenced in the report.

RESOLVED, that the report be noted.

8. END OF YEAR (Q4) POLICING PLAN - PERFORMANCE AND MEASURES

Members received a report of the Commissioner regarding the End of Year (Q4) Policing Plan – Performance and Measures.

It was noted that there had been a reduction in crime this year, but this had been an extraordinary year and the reduction was due in most part to Covid -19 and the various lockdowns, the latter of which was shortly due to ease. The Force was ranked number one in the country for detecting and clearing up crime, but an increase in crime was imminent as the City began to open up. The Force has seen during April acquisitive crime beginning to rise- shoplifting, office burglaries and phone snatches. Indicators are an increase in seizure of class A drugs and number of arrests increasing as Night Time Economy increases and opens up.

Road Safety and Anti-social Behaviour (ASB), particularly in residential areas, were both matters of great concern to the public. It was noted that although ASB was not classed as a Force priority in terms of the STRA process, it was treated as such, and was included in the Policing Plan as the Force recognised it is important to City Communities.

RESOLVED, that the report be noted.

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

There were no questions.

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

11. EXCLUSION OF THE PUBLIC

RESOLVED, that under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that

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

12. NON-PUBLIC MINUTES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE

Members received, for information, the final non-public minutes of the now dissolved Performance & Resource Management Committee meeting.

RESOLVED, that the non-public minutes of the Performance & Resource Management Committee meeting held on 2 February 2021, be noted.

13. NON-PUBLIC OUTSTANDING REFERENCES OF THE PERFORMANCE & RESOURCE MANAGEMENT COMMITTEE

Members received a joint report of the Town Clerk and Commissioner regarding the now-dissolved Performance & Resource Management Committee.

RESOLVED, that the report be noted.

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

There were no questions.

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

There was no other business.

The meeting ended at 10.22 am

Chairman

**Contact Officer: Polly Dunn
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Committee(s): Police Authority Board	Dated: 22 nd June 2021
Subject: CoLP Capital 2020/21 Outturn and deep dive of the Capital Programme	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 35-21	For Information
Report author: Cecilie Booth, Chief Operating and Finance Officer	

Summary

There are two elements to the Capital Programme; Legacy Schemes approved prior to 2020/21, and schemes approved through a loan facility from the Corporation from 2020/21. The Legacy Schemes are funded by the Corporation of London, apart from a £1.8m loan for Ultra Low Emission Zone (ULEZ) Vehicles.

This report provides information on both sets of schemes up until the end of the 2020/21 financial year. Business cases behind each scheme set a life-time budget, however, the Police Authority Board approves a drawdown of budget on a stage-by-stage basis following the Gateway Report process. This often results in the approved drawdown budget being less than the Programme Budget.

Recommendation

It is recommended that Members note the report

Main Report

Legacy Programme

- 1.1 The Legacy Programme schemes are mainly large projects dealing with significant IT infrastructure or accommodation. Table 1 provides a summary of these schemes with more detail in Appendix 1

Table 8 - Summary of Legacy Programme Schemes to 31 March 2021

Legacy Programme	Programme Budget £	Approved Drawdown Budget	2020/21 Spend	Total Spend
	£000	£000	£000	£000
IT Related	£13,598.2	£13,417.2	£5,297.5	£10,879.3
Fleet	£1,800.0	£739.0	£427.7	£440.6
Accommodation	£16,498.2	£14,813.2	£3,898.5	£12,091.4
Other	£2,903.1	£2,903.1	£20.2	£2,472.8
Total 20/24 Capital Programme	£34,799.5	£31,872.5	£9,643.8	£25,884.0

- 1.2 IT Related schemes include the major IT Modernisation Programme, which accounts for £9.3m of the budget and £8.7m of spend. This programme is expected to complete in the 2021/22 financial year.
- 1.3 The IT schemes include a project for Body Worn Video Refresh. Total expenditure in year was £66k, which was funded the 2020/21 CT capital grant of £60k.
- 1.4 The Accommodation schemes include the project to decant and prepare for the move of CoLP to the Salisbury Square Development. This phase of a much larger programme is also now nearing completion and expected to finish in 2021/22.
- 1.5 To be compliant with ULEZ requirements in the City, the City of London Corporation (CoLC) provided the Force with a loan of £1.8m to introduce ULEZ compliant vehicles. The majority of these vehicles have been ordered but delivery has been delayed. It is expected to complete in 2021/22.
- 1.6 Where projects are still in progress, funding will carry forward into future financial years.

2020/21 Loan Funded Programme

- 1.7 Until 2019/20, capital expenditure by CoLP formed a part of CoLC's Capital Programme and was funded through it. From 2020/21, new arrangements for funding the Capital Programme were introduced. Capital expenditure is funded from two sources, the first to be applied is the ring-fenced capital element within the Home Office Grant, which totals £100k. The second, and most significant source of funding is the loan arrangement between CoLC and CoLP, with an annual borrowing cap of £5m. The revenue budget makes provision for the repayment of these loans with interest.
- 1.8 Table 9 provides a summary of these schemes, with greater detail in Appendix 2. For 2020/21, CoLP set a capital budget of £4.5m to be funded via this loan. In March 2021, the Resource Allocation Sub Committee approved a carry forward of budgets not yet drawn down.

Table 9 - CoLP Determined Capital Programme 2020/21

CoLP Capital Programme 2020/21	Programme Budget £ £000	Approved Drawdown Budget £000	2020/21 Spend £000	Approved Carry Forward £000
IT Related	£4,023.3	£1,526.2	£691.7	£2,427.1
Equipment	£143.9	£0.0	£0.0	£67.9
Fleet	£250.0	£0.0	£0.0	£250.0
Accommodation	£100.0	£0.0	£0.0	£100.0
Total 20/24 Capital Programme	£4,517.2	£1,526.2	£691.7	£2,845.0

- 1.9 Of the £4.5m funding approved for 2020/21, £1.5m was drawn down in 2020/21. £146k of the budget was for schemes no longer required and the balance of £2.8m was approved to be carried forward to 2021/22.
- 1.10 Total spending on these programmes has been low, mainly due to delays caused by Covid19 and other external factors.
- 1.11 The IT Transformation budget is a multi-year programme to continue investment in IT systems and infrastructure to support operational and national policing programmes. The total programme budget for 2020 to 2024 is £6.4m, of which £675k was drawn down in 2020/21 to support the uplift in devices issued to police officers and staff. The unallocated 2020/21 loan funding of £1.41m is to be carried forward and the later years funding of £4.34m, reallocated to support the 2021 to 2025 capital programme.
- 1.12 Power BI self-service data analytics tool is used to provide 24/7/365 accessible data, information and intelligence in order to drive better, swifter, smarter decisions; and increase levels of personal accountability. The project was initially delayed due to Covid related sickness but is now proceeding at pace to fully define the requirements. The project is progressing towards the Gateway stage in the 2021/22 financial year, which will require the appointment of specialist contractors. A carry forward of the 2020/21 funding of £84k has been approved.
- 1.13 The NHS Custody Link has now been funded by the NHS, so the loan funding of £30k is no longer required.
- 1.14 The new module for the Chronicle system, at £40k, is below the de minimis level for capital expenditure and was therefore funded from the revenue budget and loan funding is no longer required.

- 1.15 The upgrade to the custody CCTV is progressing with £143k of the budget already approved. A carry forward of the remaining £33k to complete the project has been approved.
- 1.16 The GIS upgrade for the Force mapping solution is progressing but has faced delays due to the recruitment and vetting of appropriate project resources. The revised proposal from the supplier has been delayed as a result of Covid but is expected in early 2021/22 and a carry forward of £150k has been approved.
- 1.17 The Covert Video Transmission System project has been directly affected by loss of resource due to Covid. It is anticipated that this project progress early in the 2021/22 financial year and a carry forward of £155k has been approved.
- 1.18 The Body Worn Video project will be using similar technology to other large IT dependent projects. The project manager is therefore exploring all options for data management solutions to ensure it provides best value for money. This will be delivered in the 2021/22 financial year and therefore a carry forward of the 2020/21 loan funding of £459k has been approved.
- 1.19 The Tactical Illuminators project is being re-evaluated as part of a wider review, and the loan funding of £76k was not carried forward.
- 1.20 The project to replace the current police batons with positive lock batons is progressing and being scoped. The MPS is reviewing their use following their initial roll-out, but there have been delays with the supplier. Upon reviewing the MPS roll-out, CoLP expect to proceed with the purchase of these batons and a carry forward of £68k has been approved.
- 1.21 In response to building penetration and security assessments completed at CoLP sites, projects have been initiated in response to health and safety issues. A Gateway 1-5 is being prepared for the essential estate security upgrades capital project, with completion and installation of the CCTV works anticipated in 2021 for which a carry forward of £100k has been approved.
- 1.22 In addition, there are two projects where Gateway approval is anticipated in early 2021/22 These are the AV Refresh (£135.5k) and Vehicle Fleet Replacement (£250k).
- 1.23 **2021/22 Capital Programme**
- 1.24 Delivery of the 2020/21 Capital Programme was significantly affected by COVID19 and lockdowns. This has affected the programme through staff illness, the ability of staff to collaborate on projects and also delivery from suppliers.
- 1.25 To address the slippage in the programme over a number of years, new governance arrangements have been introduced. All capital schemes will be overseen by a newly established Capital Programme Group, whose aim is to provide a more robust financial scrutiny process and to provide improved capital forecasting and reporting.

Contact:

Cecilie Booth

Chief Operating and Finance Officer

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Appendices

Appendix 1 – Legacy Capital Programme

Appendix 2 - CoLP Capital Programme 2020/21

Background Papers

Legacy Capital Programme	Programme Budget	Approved Budget Drawdown	Prior Year spend	2020/21 Spend	Total Spend
	£'000	£'000	£'000	£'000	£'000
Digital Interview Recording System	375.0	254.0	0.0	44.4	44.4
HR integrated	923.3	923.3	259.4	234.4	493.8
Airwaves	1,103.3	1,103.3	25.2	688.4	713.6
Body Worn Video Refresh	75.5	15.5	0.0	66.3	66.3
Emergency Services Mobile Communications Programme (ESMCP)	1,821.4	1,821.4	1,430.5	57.7	1,488.3
IT Modernisation/Telephony etc.	9,299.7	9,299.7	3,866.6	4,206.3	8,072.9
Fleet	1,800.0	739.0	12.9	427.7	440.6
Accommodation - Decant and preparation for Fleet House	12,110.0	10,425.0	7,209.3	1,295.2	8,504.5
Accommodation - Other	4,388.2	4,388.2	983.6	2,603.3	3,586.9
Secure City Programme	257.5	257.5	157.4	0.0	157.4
Ring of Steel	2,645.6	2,645.6	2,295.2	20.2	2,315.4
	34,799.5	31,872.5	16,240.2	9,643.8	25,884.0

CoLP Capital Programme 2020/21	2020/21 Programme Budget	Approved Budget Drawdown	Prior Year spend	2020/21 Spend	Total Spend	Loan Funding No Longer required	Carry Forward Approved
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
IT Related							
PowerBI self-service data analytics tool	84.0	0	0.0	0.0	0.0	0.0	84.0
NHS Custody link	30.0	0	0.0	0.0	0.0	30.0	0.0
Chronicle system – PIP module	40.0	0	0.0	0.0	0.0	40.0	0.0
E Discovery tool	300.0	300.0	0.0	0.0	0.0	0.0	0.0
IT Transformation	2,085.0	675.0	0.0	675.0	675.0	0.0	1,410.0
Oracle 12.2 platform upgrade	408.4	408.4	0.0	0.0	0.0	0.0	0.0
Custody CCTV Upgrade	176.0	142.8	0.0	16.7	16.7	0.0	33.2
AV Refresh	135.5	0	0.0	0.0	0.0	0.0	135.5
GIS Upgrade	150.0	0	0.0	0.0	0.0	0.0	150.0
Covert Camera System	155.0	0	0.0	0.0	0.0	0.0	155.0
Body Worn Camera	459.4	0	0.0	0.0	0.0	0.0	459.4
Equipment						0.0	

CoLP Capital Programme 2020/21	2020/21 Programme Budget	Approved Budget Drawdown	Prior Year spend	2020/21 Spend	Total Spend	Loan Funding No Longer required	Carry Forward Approved
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Tactical Illuminators	76.0	0	0.0	0.0	0.0	76.0	0.0
Positive Lock Baton	67.9	0	0.0	0.0	0.0	0.0	67.9
Fleet							
Vehicle Fleet Replacement Project	250.0	0	0.0	0.0	0.0	0.0	250.0
Accommodation							
Essential estate / security upgrades	100.0	0	0.0	0.0	0.0	0.0	100.0
Total 20/21 Capital Programme	4,517.2	1,526.2	0.0	691.7	691.7	146.0	2,845.0

Committee(s): Police Authority Board	Dated: 22 nd June 2021
Subject: CoLP Revenue Budget outturn report - 2020/21	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 34-21	For Information
Report author: Cecilie Booth, Chief Operating and Finance Officer	

Summary

The Chief Officer Cash Limited Budget at the start of the year was £84.9m. This includes the 67 locally agreed growth posts and the 44 National Uplift Year 1 posts. By the end of the financial year, the budget increased to £92.8m due to the transfer of various items, including Supplementary Revenue Projects, Apprenticeship Levy and COVID Surge funding. The full breakdown of the budget is shown in Table 1 below

This report outlines the outturn position for the 2020/21 financial year. The Force is reporting a underspend of £5.1m, after reserve movements and carry forwards. The Q3 report presented a projected outturn position of a £5.5m underspend, with full utilisation of Action Fraud budgets. The final position of £5.1m underspend has been primarily due to the number of vacancies held since the start of the financial year. Spend on the Action Fraud Next Generation Fraud and Cyber Crime Reporting Analysis Service (FCCRAS) for the year was £1.6m, and a further £1.4m to cover costs relating to the IT supplier dispute and licence fees. These costs were largely covered by a £2.7m drawdown from the Action Fraud Reserve, with the remainder covered by an £0.5m underspend on Action Fraud and National Fraud Intelligence Bureau (NFIB). The ongoing dispute with the supplier was resolved in March 2021, with a settlement which will be spread over a number of years. External funding for the FCCRAS project has now been agreed in principle by the Home Office and is awaiting final sign-off. There are additional costs to be met by the Force relating to contract extension costs and a contribution towards the Project team. For 2021/22, these costs will be funded from the 2020/21 underspend.

The £2.7m Action Fraud Reserve has now been fully utilised to fund the additional £3m costs of the new Fraud and Cyber Crime Reporting project (FCCRAS) in

2020/21. This is £1.1m lower than previously reported due to some system enhancement and revised dispute costs being moved to the 2021/22 financial year.

A challenging £5.7m savings plan was fully built into the budget, comprising £1.6m pay and £4.1m non-pay. The budget and the savings plans were closely monitored throughout the year with fortnightly meetings between Force and Police Authority finance staff, monthly meetings with the Commissioner, Force Chief Operating and Chief Finance Officer (COFO) and Police Authority staff, with quarterly monitoring reports to the Performance and Resource Management Committee (now Strategic Planning and Performance Committee) and Police Authority Board. The required savings have been successfully delivered as set out in Section 2 / Table 4 of this report.

Recommendation

Members are asked to note the report.

Main Report

1 Chief Officer Cash Limit Budget

- 1.1 The Chief Officer Cash Limited Budget at the start of the year was £84.9m. This includes the 67 locally agreed growth posts and the 44 National Uplift posts.
- 1.2 By the end of the financial year, the budget increased to £92.8m, as detailed in Table 1 below.

Table 1

Funding Type	Amount (£000)	%
HO Core Grant	(61,130)	65.9%
Business Rate Premium	(13,800)	14.9%
Precept Grant	(3,450)	3.7%
Legacy Council Tax Grant	(80)	0.1%
Contact Centre Funding	(680)	0.7%
HO Pension Grant	(842)	0.9%
67 Growth	(5,400)	5.8%
Capital priorities	500	-0.5%
Total Original Budget	(84,882)	
SRP	(7,713)	8.3%
Apprenticeship Levy	(116)	0.1%
Wood Street rent	(246)	0.3%
Pension strain	(194)	0.2%
Middlesex Street running cost and rents	(172)	0.2%
Surge Funding	(427)	0.5%
AF Loan repayment	1,000	-1.1%
Total Funding	(92,750)	100%

- 1.3 The outturn position after movement in reserves and Action Fraud loan repayment is summarised in Table 2 below;

Table 2

Outturn 2020/21	£'000
2020/21 Budget	92,750
Actual spend	89,740
Variance before reserve movements	(3,010)
Reserve Movements:	
Full drawdown from Action Fraud reserve	(2,740)
Full drawdown of misc reserves	(196)
Contribution to POCA reserve due to additional receipts in year	787
Contribution to Late Night Levy reserve	53
Net Outturn	(5,107)
Carry Forward to Action Fraud Next Gen	2,880
Carry forward to Earmarked Reserve - COVID Surge Funding	427
Carry forward to General Reserve	800
Loan repayment - Action Fraud	1,000
2020/21 Outturn	0

- 1.4 The Force is reporting an underspend of £5.1m after movements in reserve and Action Fraud loan repayment of £1m.
- 1.5 Table 2 above sets out the movements in reserves and Table 11 towards the end of the report shows the impact on reserve balances. The reasons for the movements are as follows;
- £2.7m drawdown from Action Fraud reserve. This was to fund the next generation Action Fraud reporting and contract dispute costs with the supplier.
 - £0.172m full drawdown of the Economic Crime Academy reserve from a surplus generated in 2019/20. The surplus was carried forward to partly mitigate reduced income expectations in 2020/21 due to Covid 19.
 - £0.024m full drawdown of a National Lead Force (NLF) reserve due to delays in delivering Body Worn Video equipment.
 - £0.8m contribution to the Proceeds of Crime Act (POCA) reserve which relates to additional POCA receipts received in year. Such receipts will be utilised in accordance with POCA requirements
- 1.6 Table 3 below provides a subjective analysis and the final 2020/21 revenue outturn position:

Table 3

	20/21 Final Budget £m	Outturn £m	Variance £m
Pay			
Officers – net	60.6	57.7	(2.9)
Staff – net	26.1	25.0	(1.1)
Overtime	2.2	2.5	0.3
Agency	1.6	2.1	0.5
Indirect employee costs	2.4	2.4	(0.0)
Pensions Contrib.	23.0	16.8	(6.2)
Total Pay	115.9	106.4	(9.5)
Premise Costs	9.7	10.2	0.5
Transport Costs	2.0	2.3	0.2
Supplies and Services	24.9	24.6	(0.3)
Third Party Payment	2.0	2.1	0.0
Recharges from CoLC	3.3	3.7	0.4
IT - paid to CoLC	7.3	8.1	0.7
Unallocated Savings	(1.8)	0.0	1.8
Non-Pay	47.6	51.0	3.4
Total Expenditure	163.4	157.4	(6.1)
Income			
Specific Grant	(51.3)	(47.3)	4.0
Partnership	(13.6)	(14.3)	(0.8)
Fees & Charges	(4.8)	(5.1)	(0.3)
Total Income	(69.7)	(66.8)	2.9
Use of reserves			
Transfers to reserve	(1.0)	5.1	6.1
Transfers from reserve	0.0	(3.0)	(3.0)
Total use of reserves	(1.0)	2.1	3.1
Funding	(92.7)	(92.7)	0.0
Underlying Deficit	0.0	0.0	(0.0)

2 Savings Target

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

2.2 The required savings have been successfully delivered, and a summary is shown in Table 4 below.

Table 4

Savings Tracker	Target £'000	Outturn £'000	Variance
Transform pay savings - holding branch	860	860	0
Average salary reduction through recruitment policy	400	616	216
Overtime	350	350	0
Total pay	1,610	1,826	216
Savings through National Policing Programmes - NEP	1,300	0	(1,300)
IT Transformation	20	20	0
Digitisation of external services	100	0	(100)
Support Services review	350	247	(103)
Asset Recovery	100	100	0
Commercial activity and income generation	950	285	(665)
Estate savings	1,300	980	(320)
Total non-pay	4,120	1,632	(2,488)
Total	5,730	3,458	(2,272)

2.3 The shortfall of £2.272m relate mainly to National Enabling Programme (NEP) and income, which was offset against delays in recruitment and income recovery grant. The non-recurring savings from 2021/22 have been incorporated in the savings tracker for 2021/22.

3 Directorate Revenue Position

3.1 Table 5 below sets out the budget outturn for each Directorate after reserve movements. A commentary follows that explains variances from the budget.

Table 5

Directorate	Final 2020/21 Budget £'000	Outturn £'000	Variance £'000
BSD	36,201	40,644	4,443
Crime	11,756	11,368	(388)
ECD	8,681	7,452	(1,229)
I&I	14,681	15,190	509
UPD	21,433	18,098	(3,335)
Grand Total	92,752	92,752	0

3.2 Business Support Directorate – **overspend of £4.4m**

The BSD directorate budget holds the unallocated overheads, unallocated national uplift and the unallocated overtime and agency budget for the whole Force, hence the overspend. This overspend is off-set against underspends in other directorates. Variances relate to;

- £1.0m due to the delayed closure of Wood Street
- £0.92m IT overspend, charged by the City of London Corporation
- £1.6m from unfunded posts, mainly the Corporate Plan Team, International Training and Transformation.
- £0.3m overspend in Uniform Stores
- £0.4m in Professional Standards, mainly relating to legal costs
- £0.2m income losses not covered by the Income Recovery scheme

At 31st March 2021, the Directorate held 41 FTE posts above the establishment, as explained above.

3.3. Crime Directorate – **underspend of £0.4m**

The underspend in Crime relates to vacant posts held since the start of the year. The number of vacancies reduced towards the end of the year due to the large recruitment drive. There was an overspend in Forensics outsourced work.

At 31st March 2021, the Directorate held 5 FTE vacancies.

3.4. Economic Crime Directorate – **underspend of £1.2m**

The majority of the underspend is due to vacancies, especially in National Lead Force. Income from external funders is matched to actual expenditure during the financial year, so a high level of vacancies does not necessarily mean there is a corresponding budgetary variance.

At 31st March 2021, the Directorate held 25 FTE vacancies

3.5 Information and Intelligence Directorate – **overspend of £0.5m**

The directorate has held a number of vacant posts throughout the year, but a number of vacancies were filled in the final quarter. Unfunded staffing costs in the Niche/Pronto team and within the Command Hub have off-set savings generated from holding vacancies and created increased budget pressures. There is also an additional emerging pressure due to increased use of digital investigations, linked to remote working in the Central Authorities Bureau (CAB) team.

At 31st March 2021, the Directorate held 32 FTE vacancies

3.6 Uniformed Policing Directorate - **underspend of £3.3m**

The underspend in UPD is mainly due to large number of vacancies held early in the financial year. All vacancies have now been filled, and we have seen a

higher than usual probationer intake this year. All new probationers and all national uplift posts are temporarily placed in UPD. The TfL Grant for roads policing has been received in full.

At 31st March 2021, the Directorate held 24 FTE vacancies

4 Workforce

- 4.1 The pay budget comprises 71% of the revenue budget. At 31st March 2021, the establishment, including the 67 locally agreed growth posts and 44 National Uplift, was 1,394 FTE, comprising 888 Officers and 506 staff. The actual workforce paid in March 2021 was 1,349 FTE comprising 859 Officers and 490 Staff.
- 4.2 Table 6 below sets out the actual position by month for the full year.
- 4.3 The position is closely monitored via the Force Strategic Workforce Planning (SWP) Board, which meets monthly. All recruitment is approved by SWP in advance, after confirming funding is in place for each post.

Table 6 – Actual workforce numbers for 2020/21

FTE	Officers	Staff	Total
Apr	767	447	1,214
May	771	449	1,220
Jun	780	451	1,230
Jul	784	458	1,242
Aug	811	464	1,274
Sep	821	469	1,290
Oct	830	482	1,312
Nov	834	483	1,317
Dec	850	487	1,336
Jan	860	486	1,346
Feb	865	492	1,357
Mar	859	490	1,349

Headcount	Officers	Staff	Total
Apr	775	460	1235
May	780	464	1244
Jun	788	464	1252
Jul	795	472	1267
Aug	820	479	1299
Sep	832	483	1315
Oct	839	498	1337
Nov	845	498	1343
Dec	860	502	1362
Jan	868	502	1370
Feb	876	508	1384
Mar	868	506	1374

4.4 National uplift

The Prime Minister pledged to recruit 20,000 extra police officers in England and Wales over three years, with a recruitment drive that started in September 2019. CoLP received notification from the Home Office confirming 44 officers for CoLP in 2020/21. Funding for the 44 was provided in the 2020/21 police settlement in January 2021. Under Home Office accounting rules, 44 officers have been recruited to the 44 new posts.

4.5 Local uplift

In 2020/21, the City of London Corporation provided £5.4m funding for 67 new posts (local uplift). It was agreed that any underspend would be utilised towards repayment of the Action Fraud loan.

4.6 At the end of March 2021, all 67 posts have been filled.

4.7 Total costs for the local uplift to 31st March 2021 are in the region of £5.2m which includes direct salary costs, 25% oncosts, firearms equipment and direct recruitment costs such as advertising and additional HR support. The underspend of £0.2m has been allocated to repayment of the loan.

4.8 As £2.3m of the £5.4m funding has been withdrawn from the 2021/22 financial year, 37 of the local uplift posts will be removed, and netted off against the 2021/22 41 national uplift posts. Discussions with the Home Office regarding a re-set of the uplift baseline is in progress.

5 Income

5.1 Table 7 below sets out grant and income funding totalling £64.6m.

Table 7

Name of Grant	Funding Provider	2020/21 Final Budget	Outturn	Outturn Variance	Responsible Lead
	£'000	£m	£m	£m	
Police Pensions Grant	Home Office	(23.0)	(16.8)	6.2	LT
Counter Terrorism Policy Grant	Home Office	(6.7)	(7.1)	(0.4)	GF
Action Fraud Managed Service	Home Office	(6.1)	(6.6)	(0.5)	JV
National Cyber Security Programme	Home Office	(6.1)	(4.8)	1.3	JVP
Action Fraud National Fraud Intelligence Bureau	Home Office	(4.4)	(4.4)	0.0	SA
Insurance Fraud Enforcement Team	Association of British Insurers	(4.1)	(3.8)	0.3	TH
Economic Crime Capability Development	Home Office	(2.7)	(2.5)	0.1	AN

Name of Grant	Funding Provider	2020/21 Final Budget	Outturn	Outturn Variance	Responsible Lead
Dedicated Cheque & Plastic Card Unit (DCPCU)	UK Payments Administration Ltd	(2.6)	(2.6)	0.0	GR
National Lead Force	Home Office	(2.5)	(2.3)	0.2	PS
International Property Crime Investigation Unit (IPICU)	Intellectual Property Office	(2.1)	(2.0)	0.1	NC
Police Transport Grant	Transport for London	(1.9)	(2.0)	(0.2)	KT
Cyber Griffin	Corporation	(0.7)	(0.4)	0.3	CM
Lloyds Sponsorship	Lloyds Bank	(0.4)	(0.3)	0.1	AB
Other - International Training and Development Team	Home Office	(0.4)	(0.2)	0.2	TR
Late Night Levy	Corporation	(0.3)	(0.3)	0.0	JP
London Safety Camera Partnership	Transport for London	(0.3)	(0.2)	0.0	AM
Economic Crime Victim Care Unit	Mayor's Office for Policing & Crime	(0.2)	(0.2)	0.0	PS
Tower Bridge	Corporation	(0.1)	(0.1)	0.0	AM
Regional Organised Crime Unit Coordinator	Home Office	(0.1)	0.0	0.1	JV
£30m Surge Funding	Home Office	0.0	(0.2)	(0.2)	AB
PPE Reimbursement	Home Office	0.0	(0.1)	(0.1)	AB
Income Loss Recovery Scheme	Home Office	0.0	(0.5)	(0.5)	AB
20/21 Ringfenced Police Uplift Programme (PUP)	Home Office	0.0	(1.2)	(1.2)	CB
City of London Building Works	British Transport Police	0.0	(0.1)	(0.1)	PP
Common Police Services Contributions	College of Policing and HMICFRS	0.0	(0.1)	(0.1)	AB
Counter Terrorism & VS Grant	Home Office	0.0	(0.1)	(0.1)	GF
Fraud Northern Hub	Intellectual Property Office	0.0	(0.2)	(0.2)	PS
Subsidised Rail Travel	London Mayors Office	0.0	(0.6)	(0.6)	CB
Mutual Aid	Essex Police	0.0	(0.1)	(0.1)	MD
Prevent Grant	Home Office	0.0	(0.1)	(0.1)	JP
PTF & NCSP Funding Grant	Miscellaneous income	0.0	(0.2)	(0.2)	DP
Refund of overpaid service charges 2014-2016 re 21 New Street	Corporation	0.0	(0.1)	(0.1)	GF
Secondments	Cambridgeshire Constabulary	0.0	(0.1)	(0.1)	MW
Secondments	Metropolitan Police	0.0	(0.1)	(0.1)	MW

Name of Grant	Funding Provider	2020/21 Final Budget	Outturn	Outturn Variance	Responsible Lead
Other - Taser Project	College of Policing	0.0	(0.1)	(0.1)	RW
Other - Misc	Miscellaneous income	0.0	(0.3)	(0.3)	Various
Total		(64.6)	(60.9)	3.7	

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

6 Transactional services

There has been a significant improvement to all transactional services following the appointment of a new Transactional Manager. As agreed with Members at the December Police Authority Board, only exception reports will be provided for these services. There are no exceptions to report, performance across the transactional services continues to improve.

7 Overtime

7.1 The overall overtime budget for 2020/21 was £2.2m; £1.7m in core funded and £0.5m in funded units.

7.2 Gross expenditure to the end of the financial year was £2.8m, offset by a 19/20 accrual of £0.3m, resulting in net expenditure of £2.5m. There was a reduction in overtime during the earlier part of the year compared to previous years, however, there was an increase near the end of the financial year as additional overtime was required to enforce Covid restrictions.

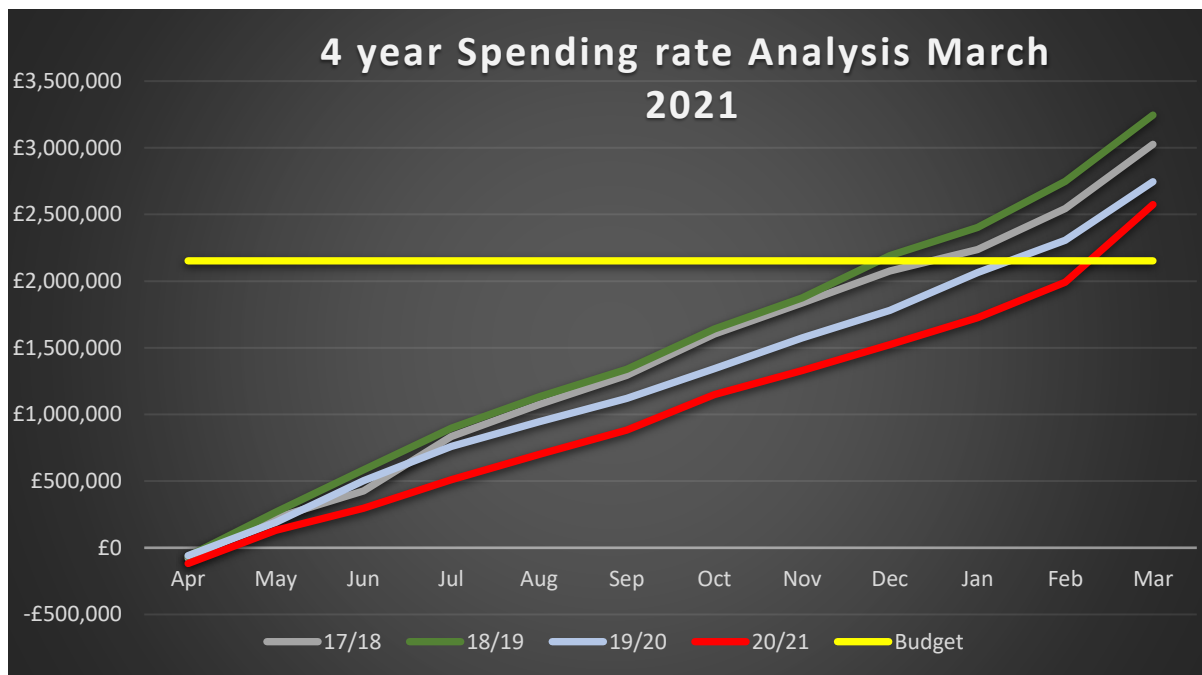
7.3 The main reasons for claiming overtime are:

- Covering for vacant posts (backfilling / Business as Usual)
- COVID19
- Black Lives Matters Protests
- Bank Holidays
- Bank of England armed escorts (funded by the Bank)
- Pan London Violent Crime Operations
- Op Benbow¹

7.4 The largest spending Directorates are UPD and ECD, accounting for 70% (£2.0m) of overall overtime. It is expected that the need for backfilling and BAU will increase in 2021/22 as more vacancies are held, however, it is difficult to predict requirements relating to future unknown policing requirements.

¹ Op Benbow- in collaboration with the MPS targeting Public Order

7.5 The chart below shows cumulative overtime expenditure over the last 4 years. This shows that spend this year has been on a lower trajectory than previous years.



8 Coronavirus (COVID-19)

8.1 COVID 19 has had an impact since the start of the pandemic in mid-March 2020. At the end of Q4 2021, the financial impact of COVID19 totalled £1.9m, which included loss of income from training (£0.9m), overtime (£0.2m), loss of income from the Economic Crime Academy (£0.3m), additional spend on IT to allow agile working (£0.2m), cleaning and various health and safety measures (£0.3m). COVID 19 related expenditure has been reducing month on month, and the position will continue to be closely monitored. The majority of costs have been recovered from Home Office claims.

8.2 The combination of monthly expenditure and loss of income is summarised in Table 10 below, showing total additional COVID 19 related pressure of £1.9m to the end of the financial year.

Table 10

	COVID-19 Spend to date £'000
Mar	298
Apr	140
May	95
Jun	97

	COVID-19 Spend to date £'000
Jul	9
Aug	54
Sep	132
Oct	66
Nov	17
Dec	25
Jan	385
Feb	390
Mar	179
Total	1,888

9 Use of Reserves

9.1 The Police reserves position is summarised in Table 11 below and shows 2020/21 reserve movements and closing reserve balances

Table 11

	Opening Balance £'m	Use of Reserve £'m	Transfer to Reserve £'m	Closing Balance £'m
Earmarked Reserve - Misc	(0.2)	0.2	0.0	0.0
POCA	(1.4)	0.0	(0.8)	(2.2)
Action Fraud	(2.7)	2.7	(2.9)	(2.9)
Transformational Funding	(0.1)	0.0	0.0	(0.1)
Police Capital Financing Reserve	0.0	0.0	(0.5)	(0.5)
Earmarked Reserve - COVID 19	0.0	0.0	(0.4)	(0.4)
General Reserve	0.0	0.0	(0.8)	(0.8)
Total	(4.4)	2.9	(5.4)	(6.9)

9.2 The Proceeds of Crime Act (POCA) reserve relates to the national Asset Recovery Incentivisation Scheme (ARIS), where relevant agencies get back a proportion of what they recover. This is an unusual arrangement requiring the ongoing agreement of the Home Office. Although the use of ARIS allocations is a matter for each agency, there is an expectation that such funds are used to improve performance on asset recovery and to fund local crime fighting priorities for the benefit of the community in the following categories:

- Asset Recovery Work
- Crime Reduction projects
- Community Projects
- Miscellaneous expenditure

9.3 Expenditure is subject to an annual audit, and there is an expectation that all ARIS funds are completely utilised in-year. CoLP's POCA reserve relates to

unspent balances built up over a number of years, over and above the annual £0.6m estimated receipts which is built into the base budget.

- 9.4 The opening balance at the start of the financial year was £1.4m. Expenditure from the POCA reserve is subject to a bidding process via the Strategic Finance Board, where bids are assessed against the categories set out above. The reserve is not utilised for projects that require ongoing revenue funding such as the establishment of new posts or new IT systems which attract ongoing revenue costs. Due to the nature and the audit requirements relating to ARIS funds, the POCA reserve should not be viewed as a general reserve to be used to support the revenue budget. Doing so might compromise future arrangements with the Home Office.

10 Risk Management

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

Table 12

Risk	Impact	Mitigation
COVID19	Overtime / Increased crime / delays in recruitment / holding high level of vacancies / sickness absence	Government funding is available to off-set some costs, £0.4m has been claimed from the Surge
Loss of Grants and Income	TfL Grant International training - £0.4m Economic Crime Academy - £0.6m CT Grant may be at risk for future years	Full grant was received in 2020/21 Government income recovery scheme – the total claim for the year was £0.5m Full grant was received in 2020/21
Action Fraud	Outcome of dispute / additional costs / insufficient budget underspend to cover all costs	Costs to date have been covered from existing budgets and underspends, however, future costs will add significant pressures
Major incidents	Early engagement with the Home Office to ensure opportunities for cost recovery are maximised.	No issues to mitigate
Crime Performance / Safety issues	All such issues will be reported to Members	No issues to mitigate
Vacancy factor	The vacancy factor is reviewed and revised throughout the year. All recruitment is approved by the Strategic Workforce Planning.	CoLP is at full establishment by the end of the 2020/21 financial year, and careful vacancy management will be in place for 2021/22

Risk	Impact	Mitigation
Overtime budget	Enhanced controls have been introduced to manage the overtime budget	Overtime is currently contained within the reduced budget, however, the 2021/22 budget is under pressure as more vacancies will be held
Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, currently £1.5m for Officers and £0.1m for staff, however, the build-up of DWL may be subject to unplanned events over the year. Currently no financial implication, however, continues to be reviewed.	Work is in progress to reduce DWL across CoLP
Use of agency staff	Reliance on agency staff may increase whilst holding a high level of vacancies	The agency budget is closely monitored
Further cost pressures for Action Fraud	Under review and close scrutiny	As covered in the body of the report
Capital Programme progress and potential slippage	The Capital Programme is monitored throughout the year, capital recharges undertaken in a timely manner.	There was a high level of slippage in 2020/21, this report contains a significant underspend. Closer scrutiny will be provided in 2021/22
Events policing	Finance Business Partners work closely with services to ensure chargeable events policing is captured in a timely manner and recharged accordingly.	No issues to mitigate
Vehicle fleet management	A Strategic Fleet Management Group chaired by the Assistant Commissioner is monitoring Financial risk around replacement spend.	No issues to mitigate

Committee(s)	Dated:
Finance Committee Police Authority Board Projects Sub Committee Establishment Committee Digital Services Sub Committee	15 th June 2021 22 nd June 2021 23 rd June 2021 23 rd June 2021 23 rd July 2021
Subject: Member Governance of the ERP Project Delivery	Public
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: Chamberlain's	For Information
Report author: Sonia Virdee – Chamberlain's Department	

Summary

To ensure an effective delivery of the Enterprise Resource Planning (ERP) Solution (including the financial system) for the City of London Corporation, it is proposed that a Member Steering Group is established with representation from the following stakeholder committees:

- Finance
- Police
- Establishment
- Digital Services Sub
- Projects Sub

Where decisions as are needed from Finance Committee, these may be delegated to the Member Steering Group to ensure timely implementation. Member oversight provides a level of scrutiny for the relevant Committees in an efficient and timely manner.

Coinciding with the implementation of the Target Operating Model, the effective delivery of the ERP Solution creates the opportunity to increase collaboration and efficiencies across the corporation; change entrenched practice and remove bottlenecks. It will also provide timely and accurate information for Member decision making and create a central hub for corporation financial and staffing information.

Recommendation(s)

Members are asked to approve the governance approach of the ERP Solution.

Main Report

Background

1. The 2020/21 Capital Programme included an Enterprise Resource Planning (ERP) solution as a replacement of the financial, HR and payroll business applications. The ERP Solution aims to deliver a consolidated and integrated platform across the Financial, HR and Payroll functions. In support of the Target Operating Model (TOM), the implementation of an ERP solution is a key enabling tool that efficiently and effectively paves the way to a shared service approach across the Corporation.
2. Drawing upon the key lessons learned from the previous Oracle (Finance system) upgrade in 2016, it is evident that the Governance of the programme was insufficient at the time. This oversight led to downfalls with programme delivery, business engagement and change management. In consideration of this the proposal included in this report address and plans the first steps to mitigate any risks of the same/new issues arising, by establishing a Member Steering Group in addition to a Project Board to oversee and challenge the programme in a timely manner. As well as giving access to swift decision making to keep the momentum going without causing any delays.

Current Position

3. Following the approval of the New Financial System and ERP Project Gateway 2 Document, the project has progressed into the 'define' phase in preparation for procurement of the new ERP system. A Project Board chaired by the Chamberlain has been established to oversee the delivery of the ERP Project from design to procurement and throughout delivery and implementation.
4. The objectives of the Project Board are to provide a strategic steer for the project, approve the activities of the ERP Programme, address any escalations or significant risks arising and oversee the efforts of the teams and groups delivering the programme. The Project Board is established with representatives from HR, Finance, IT, Procurement, COLP and representatives from the delivery team.
5. During the kick-off meeting of the ERP Solution Project Board, it was recommended that a Member Steering Group should be established to give oversight and steer to the Project Board. Suggested Members for this group include the Chairmen or their nominated person of the following committees:
 - Finance Committee
 - Establishment Committee
 - Projects Sub Committee
 - Digital Services Sub Committee
 - Police Authority Board

6. As the ERP solution crosses over a few Committees, it is recommended the Member Steering Group are empowered to take decisions on behalf of the Committees. Where a Finance Committee decision is needed this may be delegated to the Steering Group to ensure the smooth transition of the ERP solution and avoid any delays. Update to other Committee's will be for information only.
7. With the Oracle replacement being a key driver of the ERP solution, plus delegation for approval to the Finance Committee, it is recommended the Member Steering Group is chaired by the Chairman of the Finance Committee.
8. The nominated members are the Member counterparts of the key stakeholders impacted by the delivery of the ERP Project; it aligns with the representatives that are on the project board to ensure there is equal representation of HR, Finance, IT, Procurement, COLP and the Project team.
9. It is proposed that the Member Steering Group will meet monthly (or as a required) to provide scrutiny of the delivery of the project, the oversight of the responsibilities undertaken by the Project Board, the efforts of the Tender Working group and future programme and delivery functions. More details of the responsibilities of the Group are detailed in appendix 1; the draft Terms of Reference of the Member Steering group that will be considered at the first meeting of the group pending the approval of this report.
10. The Group allows Officers to draw upon the knowledge and guidance of Members representing these committees in a less formal setting. In addition to monthly meetings, the Member Steering Group will be provided with regular highlight reports with the chance to raise any potential risks, opportunities or questions on the activities or decisions in a timely manner.
11. Gateway Papers will continue to be presented to the Committee Cycle for approval.

Conclusion

It is proposed a Member Steering Group is formed from the key stakeholders impacted by the delivery of the ERP Project, to provide additional scrutiny and challenge to ensure an effective delivery of a new ERP solution.

It is recommended the Member Steering Group is chaired by the Chairman of the Finance Committee.

It is also recommended the Member Steering Group are empowered to take decisions on behalf of the Committees. Where a Finance Committee decision is needed this may be delegated to the Steering Group to ensure the smooth transition of the ERP solution and avoid any delays. Update to other Committee's will be for information only.

Appendices

- Appendix 1 – Draft Terms of Reference

ERP Member Steering Group Terms of Reference (DRAFT)

Context

The 2020/21 Capital Programme included an Enterprise Resource Planning (ERP) solution as a replacement of the financial, HR and payroll business applications. The ERP Solution aims to deliver a consolidated and integrated platform across the Financial, HR and Payroll functions. In support of the Target Operating Model (TOM), the implementation of an ERP solution is a key enabling tool that efficiently and effectively paves the way to a shared service approach across the Corporation.

Following activities in 2020, of Softmarket Testing and pain point workshops a tendering route to market and financials have been agreed, enabling the City to mobilise the ERP project. A Project Board has been formed; the board have drawn upon lessons learnt from previous Oracle upgrades and agreed that a Member Steering Group should be established to oversee the delivery of the ERP Programme.

Objectives

The ERP Member Steering Group has been established to provide a strategic oversight of the responsibilities undertaken by the ERP Solution Project Board.

The Member Steering Group's objectives and functions will include the following:

- Overseeing the Project Board's championing of the ERP Programmes
- Providing a strategic steer on the approach, vision and objectives at a senior level.
- Approve key programme deliverables (that are above the responsibilities levels of the Project Board)
- Ensure that the deliverables align with other projects across the Corporation (including the implementation of the Target Operating Model)
- Provide continuous support and direction on the vision and programme delivery.
- Provide or be a point of escalation for significant risk and issues, including cross organisational challenges, difficulties in applying the programme vision in practice, and addressing blockages and barriers as they arise.
- Supporting the ERP Project Board in the management of key deliverables
- Ensuring that business need or opportunity has been identified correctly and is supported by robust information
- That all elements of the programme and the project success criteria are clearly defined and
- The solution is consistent with the Corporate Plan, makes sense commercially and provides best value for money
- Programme independencies are understood and managed. All project risks are identified, owned and mitigation actions managed
- All stakeholders are consulted and appropriate buy-in achieved
- Ensures lessons learnt from previous Oracle implementation are addressed.
- Represent the stakeholder committees in decision making opportunities.

Members

The nominated members are the Member counterparts of the key stakeholders impacted by the delivery of the ERP Project; it aligns with the representatives that are on the project board to ensure there is equal representation of HR, Finance, IT, Procurement, COLP and the Project team.

The Chair of the Member Steering Group

- Chair of Finance Committee

The members of the Project Board will comprise:

- Finance Committee - Deputy Chair (or their nominated delegate)
- Establishment Committee - Chair and Deputy Chair (or their nominated delegates)
- Projects Sub Committee - Chair and Deputy Chair (or their nominated delegates)
- Digital Services Sub Committee - Chair and Deputy Chair (or their nominated delegates)
- Police Authority Board - Chair and Deputy Chair (or their nominated delegates)

Officers:

- Caroline Al-Beyerty (Chamberlain)
- Sonia Virdee (Assistant Director - Strategic Finance - Chamberlains)
- Sean Green (IT Director – Chamberlains)
- Janet Fortune (HR Assistant Director – Town Clerks)
- Nicholas Richmond Smith (Assistant Director Category Management & Sourcing – Chamberlains)
- Michael Edelstein (COLP)
- Project Manager

***should you wish to assign a deputy in your place, please advise*

Structure of the Project Board

- Minutes will be taken of the meeting and circulated subsequently.
- The chair will act as a co-ordinator at all meetings. All decisions are made based on a consensus basis.

Member Steering Group meetings and Updates

- Meetings will be held monthly or more frequently aligning with key milestones however agreed but the frequency of said meetings will be reviewed regularly
- An agenda will be produced and issued to members at least three working days before each meeting.
- Steering Group Members will be invited to contribute items to the agenda if they wish.
- Meeting minutes will be taken and circulated to all participants no later than one week after the meeting.
- The Member Steering Board will exist until the ERP Programme has delivered its objectives or until such time that an alternative governance mechanism is agreed.
- Regular highlight reports will be provided to Members of the Steering Group

Review

These Terms of Reference will be reviewed every 2 months, or as requested by its members. Next review will take place at the kick off meeting.

Revision Date	Previous Revision Date	Summary of Changes	Changes Marked
Version 1.0			

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Committee(s): Police Authority Board	Dated: 22 nd June 2021
Subject: Annual Report on Professional Standards Activity – 2020/21	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1
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: Commissioner of Police Pol 37-21	For Information
Report author: D/Supt Dermont Robinson / PC Ann Roberts	

Summary

This report provides a comprehensive overview of activities relating to Police Professional Standards over the year 2020/21, giving an account of both the work of your Professional Standards and Integrity Committee (PSI) and of the Force’s Professional Standards Department (PSD) during this period.

Your Committee discharges an essential role of oversight and scrutiny of the Force’s handling of complaint and conduct matters. It also provides invaluable support to the work of the Organisational Learning Forum (OLF) and the Force’s Integrity Standards Board (ISB) incorporating the Police ‘Code of Ethics’.

No Independent Office for Police Conduct (IOPC) reporting has been provided this year providing a summary of performance statistics¹, this is due to recording standards changes following the implementation of the Police Misconduct Regulations 2020.

Due to the new Regulations for which there is no historical data for comparison, it is encouraged that all levels of dissatisfaction are logged. This is to enable service recovery prior to the need of a formal complaint. These are logged outside of the requirements of Schedule 3 of the Police Reform Act 2002.

Action Fraud (AF) , a national service, falls within the remit of the City of London Police and hence any complaints regarding this service are logged by the CoLP. The AF complaint data, whilst collated with CoLP data by the IOPC, is now reported separately to your PSI. The volume of AF complaints is still very low (0.07%) compared against the volume of Crime/Intelligence that the AF service records. Figures are low relative to the number of interactions with the public and to the complaint figures for other Forces.

It is to be noted that this year has been an exception due to the Global pandemic Covid 19. The interactions with members of the public are extremely diminished against previous years and subsequent years complaint data will be impacted. 8 Covid 19 related complaints were logged in the period.

¹ Last bulletin produced by the IOPC Q3 due to changes in Police Regulations

PSD continues to improve the visibility of the department through improved internal communication and PSD training inputs across the Force. This has continued despite the pandemic.

The Organisational Learning Forum (OLF) monitors trends identified as potential concerns and identifies where action such as changes to operational procedures or specific training might drive service improvements.

NB: For the benefit of Members, a glossary of technical terms has been included as an Appendix.

Recommendations

That the report is received, and its contents noted.

Main Report

The Professional Standards and Integrity Committee

1. The Professional Standards and Integrity Committee (PSI) has responsibility for providing detailed oversight of professional standards in the City of London Police. During 2020/21, it received statistical updates on complaint cases and trends relating to (a) the nature of allegations in complaints, and (b) the means by which those allegations are resolved. The Committee continues to perform a highly detailed scrutiny function to examine the casework of every complaint recorded by the Force – this is unique among all Offices of Policing and Crime Commissioners and local policing bodies.
2. The Committee has worked with the Director of the Professional Standards Department (PSD) to ensure that the papers reviewed by Members contain sufficient information to be able to assess whether an appropriate outcome was reached, while not unnecessarily revealing personal details of individuals involved or creating extra workload.
3. In 2020/21 the Committee continued to look at matters of conduct; it received updates on all misconduct meetings and hearings which had been dealt with by the Force. The Committee receives updates on Unsatisfactory Performance Procedures (UPP), which concern performance or attendance issues (as opposed to misconduct). It continues to receive updates on Employment Tribunal cases concerning police officers and police staff. These outlined the nature of claims and the outcome of cases. A report from the Integrity Standards Board (ISB) and integrity dashboard are also scrutinised. This includes the gifts & hospitality received by the Chief Officer team.
4. The Committee continues to support the Force in ensuring themes identified in complaint or conduct cases are progressed as issues of Organisational Learning. This is done through the PSD Working Group (PSDWG). The Force's Organisational Learning Forum (OLF), chaired by the Assistant Commissioner Sutherland, includes representation from all Force Directorates and has a series of working groups focusing on specific areas of organisational learning, including PSD, Custody and Public Order. The Committee is represented by Oliver Bolton, from the Town Clerk's Department, who attended meetings of the PSDWG in 2020/21, and the Committee received a digest of highlighted areas/themes of learning at every meeting.

The Work on Police Integrity & Code of Ethics

5. Following the introduction of the Code of Ethics there was an increased focus on embedding integrity across policing. Within the City of London Police (CoLP), responsibilities regarding 'delivering' the Code of Ethics is currently arranged over three units: Strategic Development holds the Force lead for overseeing how integrity is embedded in the organisation, principally through initiatives delivering the objectives of the National Police Code of Ethics. PSD educates, monitors and investigates issues that impact on integrity while Organisational Development Department is responsible for ensuring that integrity informs and enhances workforce development. Reflecting the greater emphasis on professionalism and support that PSD now represents, the Force Lead role that currently sits within Strategic Development will transfer to PSD during 2021 as part of the Transform Programme changes. This also reflects moves nationally where the Code is seen as being at the core of Professional Standards Departments' work.
6. 2020-2021 was an atypical year regarding activities supporting the Code of Ethics, principally due to the impact of the Covid pandemic. City of London Police, however, has continued to deliver initiatives supporting workforce and organisational integrity, detailed below. The Chair of the Professional Standards and Integrity Committee has supported these activities as a critical friend, which helps to drive continuous improvement in this area. Amongst the things the Force has continued to deliver are:
 - A quarterly Integrity Standards Board (ISB) that is chaired by the Assistant Commissioner Sutherland and attended by the Chair of the Professional Standards and Integrity Committee together with a representative from the Police Authority. The Board considers information against a range of indicators that highlight where individual or organisational integrity might be called into question. The Board also receives regular updates on activities to promote and embed the Police Code of Ethics into business as usual. Only one meeting was cancelled during 2020-21 as a result of Covid. All of the other meetings continued as 'virtual' online gatherings.
 - An annual Integrity and Code of Ethics development plan, which is considered at your Professional Standards and Integrity Committee.
 - An internal group of Ethics Associates, who meet to consider ethical dilemmas and situations as part of the Regional London Police Challenge Forum (LPCF), of which the City of London Police was a founding member. The LPCF effectively stopped meeting during the pandemic. The Metropolitan Police, who administer the LPCF has still to make a formal decision regarding the future of any London-wide group. In the interim, as founding forces, BTP and CoLP have set up their own internal panels, using their own Associates. CoLP recently ran intranet articles with a view to recruit additional associates, which was successful. The Force currently has a cadre of 22 Associates.

HMICFRS² Legitimacy Inspection

7. No HMICFRS inspections relating to integrity have taken place during 2020-21.

Independent Office for Police Conduct (IOPC)

8. The IOPC routinely collects complaint data from all 43 Forces in England and Wales and produces a quarterly statistical bulletin. Each Force is provided an individual Bulletin containing complaint data, data compared to the “most similar force” (which the CoLP does not have given its unique size and remit) and national data. The IOPC also reports on its own performance. It produces an Annual Report on complaint statistics which allows Forces to see all national Force data together, and outlines any national trends on the reporting, investigation and appeals to the IOPC. All reporting from the IOPC has been delayed with no bulletins published since Q3 2019/20. The implementation of the new Police Misconduct regulations in Feb 2020 made the data sets very different to previous reporting. COVID 19 striking not long after has delayed the IOPC ability to produce their reports. They are hopeful that these will resume publication after Q1 2021/22. The IOPC acknowledge the complaints generated from Action Fraud which is a national service.
9. CoLP PSD referred 6 cases to the IOPC during 2020-21³. During the same period the total number of method of investigation (MOI) decisions by the IOPC were for 2 returned back to force for investigation decision, 2 to be locally investigated by CoLP, 2 to be independently investigated by the IOPC (these being the Westminster and Fishmonger’s Hall Fatal Police Shootings). Currently the IOPC is conducting a total of 3 independent investigations. The increased volume of independent investigations is intrinsically linked to the increase in terrorist incidents which occurred within that reporting period.

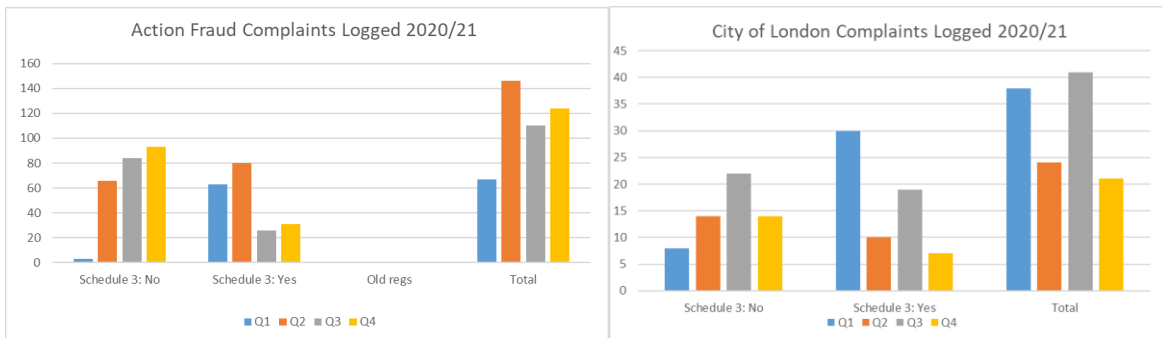
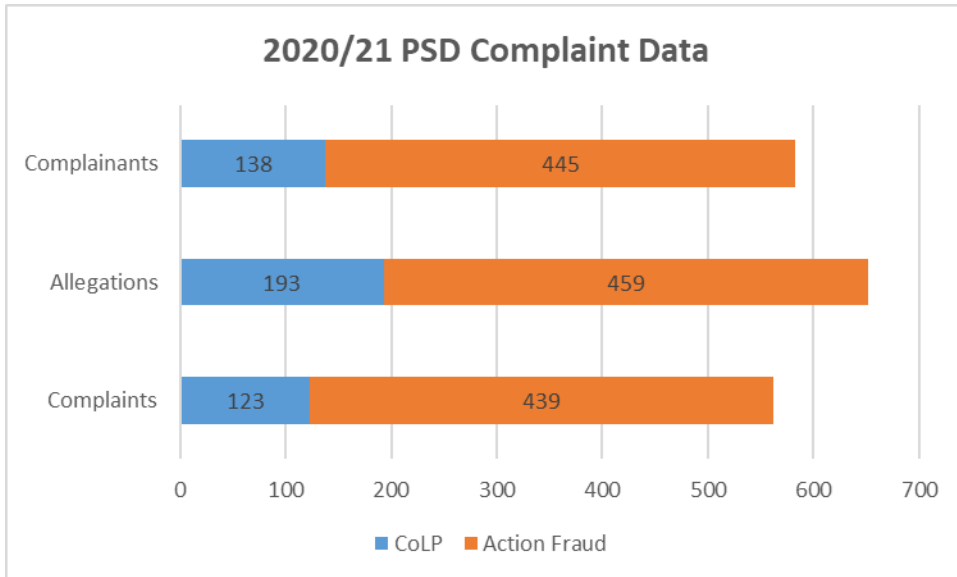
Complaints

Complaints Logged

	City of London			Action Fraud		
	Complaints	Allegations	Complainants	Complaints	Allegations	Complainants
2020/21	123	193	138	439	459	445

² Her Majesty’s Inspectorate of Constabulary, Fire and Rescue Services

³ Rolling year – some matters recorded during the previous quarter or year



10. The City of London Police is the National Lead Force within the UK for Economic Crime investigation and since April 2013, receives all reports of fraud reported across England and Wales through the 'Action Fraud' reporting process. Complaints regarding the delivery of the Action Fraud service are recorded under the Appropriate Authority of the City of London Police. The IOPC has acknowledged the complaints generated from Action Fraud as a National service, but the figures are included with the City of London data (due to falling within the remit of the City of London Police Appropriate Authority).
11. The Professional Standards and Integrity committee (PSI) has received separate reporting on the AF and CoLP complaint data since September 2020. This has provided a more focused approach to the separate areas of complaints and the ability to provide other committees scrutiny of AF complaint data should it be required. This report will also provide separate AF and CoLP complaint data, although the overall volume should be considered regarding the PSD capacity. Complainant data will be collated to provide a complete representation.
12. This report contains the first full year data since the regulations (Police Complaints and Misconduct 2020) were amended. No historical data is applied as comparisons cannot be made to the previous complaint data.

13. Most AF complaints are in relation to their failure to investigate reports made to them. However, AF has no investigative responsibilities. Reports made to AF are passed to the National Fraud Intelligence Bureau (NFIB) for their assessment, and potential dissemination to local forces, for them to consider an investigation. NFIB has no investigative responsibilities. Given the vast amount of reports received, circa 45,000 per month, and finite resources within NFIB, a strict review assessment case criteria is in place.
14. The NFIB are operationally independent, and there is no mechanism within the complaints arena to overturn decisions made by the NFIB or local police forces. To manage potential complainant's expectations, the AF website has been updated to provide relevant information, and correspondence has also been updated. A PSD and NFIB Working Group has been re-established to discuss key threads of complaints, and action that can be taken to address them, to better manage reporter's expectations, and in doing so, reduce complaints. Since these measures have been put in place, PSD has seen a 10% decrease in AF complaints within the previous quarter.
15. To increase service delivery and service recovery, a key drive within PSD's AF Team is to locally resolve AF complaints, where appropriate to do so, outside of schedule 3. In doing so, the team now provide prevention advice and details of relevant partners and stakeholders that may be better placed to address their complaint and recovery of lost money. This appears to be well received, resulting in many cases being resolved.
16. There are a handful of AF complainants that fit into the category of an "unreasonable complainant". Such complainant's have unrealistic expectations of the outcome of their complaint, and an unrealistic expectation of what law enforcement agencies should be responsible to investigate. At this time, a majority of unreasonable complainants are in relation to AF's business area within PSD, and can be resource intensive to deal with.
17. The volume of recorded Action Fraud complaints is extremely low compared to the number of fraud reports to Action Fraud. 2020/21 complaint figures represent 0.07% of all Action Fraud reports received in the same period.
18. Members of Parliament who write in on behalf of a constituents have been provided written information relating to the process and expectations of the Action Fraud reporting tool. If their constituent remains dissatisfied, the process they need to take to make their own complaint is explained to them. MP's cannot make a complaint on their behalf.

Allegations Recorded

19. The City of London saw a total of 193 allegations recorded in 2020/2021. In terms of nature of allegations, the *highest* categories were:

ALLEGATION TYPE	Total	Percentage
A4. General level of service	26	13%
H3. Unprofessional attitude and disrespect	18	9%
A2. Decisions	15	8%
B4. Use of force	15	8%
L1. Other	13	7%
B9. Other policies and procedures	12	6%

20. Action Fraud saw a total of 459 allegations recorded in 2020/21. In terms of nature of allegations, the breakdown was as follows: -

Type of Allegations	Total	Percentage
A2. Decisions	332	72%
A4. General level of service	75	16%
A3. Information	23	5%
L1. Other	20	4%
B9. Other policies and procedures	3	0.70%
03. General policing standards	3	0.70%
A1. Police action following contact	2	0.40%
04. Operational management decisions	1	0.20%

21.2020/21 City of London Police complaint data accounts for 22% of the total cases logged. Action Fraud cases formed the majority at 78%. This is similar comparative percentages to data in 2019/20.

22.General level of Service and Decisions allegations are almost all relating to Organisational type complaints or dissatisfaction. (General Policing Standards* and Operational management decisions *old regulation allegation types pre 01/02/20). When this relates to AF allegations this is often customer expectation and the decisions around investigation.

23. Other than the Organisational decision allegations, the CoLP have seen Unprofessional Attitude and Use of Force return as the highest allegation type(s).

However, these are very low at 9% and 8% respectively. With the use of Body Worn Video (BWV) most allegations are not substantiated. Many of these allegations are surrounding perceived communication skills. All these allegation types, where possible, have learning disseminated, or where Reflective Practise has been utilised. The effective use of Body Worn Cameras has been instrumental in the investigation of such recorded complaints and the outcomes.

24. There were 11 allegations of “discriminatory behaviour” recorded during 2020/21; these sub categorise into 10 Race, 1 Religion. Of this allegation type all 11 were finalised⁴ following a PSD investigation, with outcomes as follows: 7 ‘service provided was acceptable’, 1 ‘service provided was not acceptable’ where the officer was subject of PRI, 1 allegation was ‘not upheld’, 1 was Locally Resolved, 1 Resolved. All related to CoLP.

Finalised Allegations

25. In the last year PSD finalised a total of 214 allegations relating to the City of London Police. From the allegations finalised a total of 1 (0.5%) was Upheld (old regulations) and 14 (7%) where the ‘Service provided was Not Acceptable’. Most CoLP complaint cases (69%) were finalised with 30 days.

Table shows highest Allegation categories finalised.

	Local Resolution - by PSD	No further action required	Not Resolved - NFA	Not Upheld - by PSD	Resolved	The service provided was acceptable	The service provided was not acceptable	Upheld - by PSD	Withdrawn	Total
A2. Decisions	0	2	0	0	2	10	1	0	2	17
A4. General level of service	0	1	0	0	10	9	1	0	3	24
B4. Use of force	0	0	1	0	1	10	0	0	1	13
B9. Other policies and	0	0	0	0	3	9	1	0	0	13
H3. Unprofessional attitude and disrespect	0	1	0	0	5	8	5	0	0	19
L1. Other	0	1	1	0	6	3	1	0	0	12

⁴ The finalised allegations are from a rolling period therefore may not be cases recorded in the same year. Some finalised under the old regulations if recorded pre-Feb 2020.

26. 517 Action Fraud related allegations were finalised during the period. From the allegations finalised a total of 1 (0.2%) where the 'Service provided was Not Acceptable'. Virtually all AF complaint cases (99%) were finalised with 30 days.

Table shows highest Allegation categories finalised

	Local Resolution - by PSD	No further action required	Not Resolved - NFA	Not Upheld - by PSD	Resolved	The service provided was acceptable	The service provided was not acceptable	Withdrawn	Withdrawn - by Force	Total
A2. Decisions	0	42	3	0	173	115	1	1	0	335
A3. Information	0	1	0	0	20	2	0	0	0	23
A4. General level of service	0	28	2	0	18	49	0	1	0	98
L1. Other	0	0	0	0	19	1	0	0	0	20
03. General policing standards (previous regulations)	30	0	0	1	0	0	0	0	1	32

Complainant Characteristics

Ethnicity

27. PSD does record data relating to the ethnicity of the complainant. However, meaningful data is difficult to collect as complainants are often reluctant to self-identify and this has been recognised as being a National issue for policing. PSD will work with CoLP subject matter experts and the CoLP E&I Board to explore opportunities to improve data collection and encourage complainants to provide the relevant data. The ethnicity is classed as unknown for 252 out of the total 583 complainants (43%), an additional 30 either did not or preferred not to state their ethnicity. The highest category recorded is White British, 191 complainants have self-defined their ethnicity within this group (33%). These are similar statistics to previous years, and similar to other Forces in previous years.

Gender and age

28. A total of 583 complainants were recorded in 2020/21. Of these 391 stated they were male, 136 female and 55 where gender is recorded as unknown. Most complainants do not state age, but from what the Force has recorded, the highest category is 40-49 years of age with 108 (19%). This is the same age group and percentage as the previous year. Of the other age groups complaints were evenly spread across all ages where provided. 141 complainants provided no data (24%).

Organisational Learning Forum and other internal groups

29. Learning issues are central to the work of PSD. Complainants often express that they want the officer/organisation to acknowledge what went wrong and understand how the Force will ensure that similar issues will not happen again. The PSD Engagement Officer has established excellent relationships throughout the Force during this period, continuing to connect PSD with the Force, sharing learning throughout the pandemic using new technology the Force has invested in. Reflective Practise has been immersed as a part of the learning culture the Regulations encourage. The Organisational Learning Forum (OLF) chaired by AC Sutherland, is well established, has been operating for several years and meets on a quarterly basis. Virtual meetings have been held during the Covid 19 pandemic.
30. The work of the OLF cuts across the organisation, it is a decision-making forum and if necessary, issues are escalated to the Force's Strategic Management Board (SMB). The OLF has the responsibility for the strategic overview of learning across all Directorates. It is supported by tactical groups focusing on Custody, Public Order, Stop and Search and Professional Standards, to tackle learning on a local level.
31. The Professional Standards Department Working Group (PSDWG) is attended by Oliver Bolton from the Town Clerk's Department, representing the Committee. The Chairman of the Professional Standards and Integrity Committee attends the Integrity Standards Board for independent oversight. Any identified PSD learning issues that need to be addressed at a more strategic level are elevated to the OLF. The PSDWG also reviews the 'Learning the Lessons' bulletins issued regularly by the IOPC and ensures that lessons contained within them are addressed and disseminated across the Force. PSD publish a quarterly Professionalism Bulletin which is emailed to all members of the Force.

Criminal Investigations

32. There have been none recorded during the reporting period.

Misconduct

33. Misconduct can be categorised as being either 'misconduct' or 'gross misconduct', the latter being the more serious. Where it is determined that an officer has a case to answer, misconduct matters are heard at a misconduct meeting and gross misconduct is dealt with by means of a hearing. During the reporting period 2020/21, 7 misconduct cases were recorded within PSD. A total of 8 misconduct cases were finalised during the reporting period (some of these cases had been carried over from previous years). Of the misconduct cases finalised during the reporting period the outcomes⁵ were as follows:-

- a) Misconduct Hearings

⁵ Some cases involve more than one officer & those involved may receive different disciplinary outcomes

One Special Case Hearing has been held:
A probationary officer who had Resigned prior to proceedings was Dismissed without Notice. The officer is now subject of the Barred list.

b) Misconduct Meetings

There have been no meetings held in the reporting period.

c) Management Action

None given.

d) Reflective Practise

Two cases finalised where the officers were referred to Reflective Practise.

e) No Action

In three cases there was No Case to Answer, and no further action was taken against the officers.

f) Members of Police Staff

Two cases involving police staff have been finalised during the reporting period. HR deal with most civilian cases due to their employment with the COL. In one case there was a finding for a member of staff who was given formal management action. One member of staff was Dismissed.

Unsatisfactory Performance Procedures (UPP)

34. During the reporting period no cases were recorded.

Staffing

35. During 2020/21 Assistant Commissioner Sutherland, continued to oversee the work of the Professional Standards Department. The current Director of Professional Standards is D/ Supt Dermont Robinson who commenced this role in May 2021. Deputy Director Ian Younger continues his role of Misconduct and Civil Claims manager. DCI Claire Cresswell maintains her role as Deputy Director completing the Designated Appropriate Authority role, making decisions for all complaint and conduct cases.

36. The team has settled into their offices within the New Street building, however all staff have worked from home during the pandemic whilst retaining the high level of professionalism required from the department. There has been a high level of staff turnover in the past year and staffing levels have often been below the recognised levels within the department. This was in part due to one of the DCs within Complaints and Misconduct (50% of team) being off on long-term sickness for several months and subsequently retiring. This post was partly bridged through the recruitment of an agency worker. Capability has also been affected by the requirement to recruit a DC to replace the officer who retired and also a further DC who was successful in the promotion process. It is recognised that the training of new DCs into this role takes several months to achieve competency due to this being a complex and unique area of policing. Therefore, it is anticipated that in the short-medium term there may

be a capability lag in dealing with cases. In part, any such lag can be accommodated by the newly established Inquest Team which consists of 1 DS and 1 DC. Although they are currently dedicated to the Fishmonger's Hall Inquest and will subsequently move onto the Westminster Inquest; the absence of relevant incidents during the Covid-19 pandemic has meant that there will be some additional capacity to support other teams within PSD if required.

37. CoLP PSD is continuing to develop its collaboration agreement with the British Transport Police Counter Corruption Unit (CCU) PSD. The teams are co-located and internal works have been completed to allow the teams to work in a more effective office environment to support collaborative working in the future.

Future Governance and Regulatory Changes

38. The final phase of the reforms to the Police Disciplinary and Complaints system went live nationally on 1st February 2020. The focus has turned extensively towards a learning culture in all but the most serious conduct cases. The Professional Standards Directorate has conducted extensive communications and guidance across the force to support these changes. A brief overview of the main changes are provided below:

Conduct changes:

- There is a revised definition of misconduct – only serious breaches of the Standards of Professional Behaviour that warrant a professional taint of at least a written warning will be classed as misconduct. Gross Misconduct has a threshold of misconduct which could justify dismissal.
- Low-level wrongdoing, mistakes & underperformance falling short of public expectations that does not warrant a professional taint of written warning are being dealt with by line managers as Practice Requiring Improvement (PRI).

39. PRI is NOT a misconduct outcome. It is a non-adversarial process between the Participating Officer and Reviewer/ Supervisor:

- Participating officer provides an account.
- Reviewer undertakes reasonable and proportionate fact finding.
- Discussion stage – consider the whole person and their welfare.
- Reflective Review Action Report – summary and any learning actions stored in PDR.
- Safeguard – any account is not admissible if unforeseen disciplinary proceedings were to follow.

40. This form of outcome continues to receive several encouraging reviews across the force about the positive experience it provides for all parties and the improvements seen at the end of the process. PSD monitor the outcomes from all PRI across the Force.

41. It is anticipated there will be improvements in transparency, cooperation and fairness. PSD will disclose terms of reference for complaints and conduct cases to the officer as standard practice. In addition, officers will receive investigation reports when there

is no case to answer. A written explanation will be provided when an investigation is over 12 months – this will include steps to be taken to progress the investigation expeditiously.

Public Complaints

42. Every report of dissatisfaction is logged subject to initial handling, and if required, assessed for formal recording under Schedule 3, for reasonable and proportion resolution or investigation.

- Complaints recorded under Schedule 3 have a right of review. Depending on the seriousness of the allegations this is either the City of London Corporation (Common Council) as the Local Policing Body for less serious complaints – which is generally those resolved other than by investigation. The IOPC will be the review body for the more serious complaints that are fully investigated.

- Finalisations have changed from ‘upheld’ and ‘not upheld’ to ‘service fell short of that expected from the police service’ and ‘service was at a level expected from the police service’. This removes the focus from individual blame to a service delivery in non-conduct matters.

Initial Handling of Public Complaints

43. When an expression of dissatisfaction is logged it is initially handled by the customer service/service recovery team who contact the complainant to ensure that we understand the complaint and discuss how the complaint can be resolved. This approach often results in service recovery and complaints being satisfactorily resolved without formal recording under Schedule 3. This has been particularly successful in dealing with Action Fraud complainants and in reducing the number of complaints that have been formally recorded.

44. The Professional Standards Directorate has worked intensely to ensure that the ethos of the changes and the regulatory demands of the new reforms are fully adopted. This has been facilitated by extensive stakeholder engagement with regional and national PSD departments, the IOPC and the Professional Standards and Integrity Committee members. The changes have been overwhelmingly positive for our complainants, officers and PSD staff and we will continue to monitor the effect the new regulations have on our performance throughout the next year.

45. It is proving to be more complex to compare complaints data due to the changes in police complaint regulations. This is recognised by the IOPC in their quarterly reports. The team continues to work on comparison data over the next reporting periods to ensure some statistical analysis and explanation is possible moving forward.

46. PSD has worked extensively to improve its capability and capacity in order to improve our grading in the HMICFRS Legitimacy Review. This is supported through the purchase of new systems, recruitment, and development of the Counter Corruption Strategy which supports learning and prevention activity. All of this should work to vastly improve the HMICFRS rating experienced moving into the next year and

beyond. The team will continue to work with stakeholders and critical friends across the force to create the most effective PSD that it can on behalf of the force.

47. As advised above, all expressions of dissatisfaction in relation to AF are recorded within PSD, in line with IOPC's statutory guidance.

Conclusion

48. This year is an anomaly in relation to both the data and the pandemic, and both need to be considered in the year ahead. Historic complaint data is in its infancy with one years data under the new regulations, so will provide the forthcoming period limited comparisons, however the Covid 19 pandemic has had an impact on Policing interactions over the past year and as such will have a negative impact comparing subsequent complaint periods in the future. With increased use of practice requiring improvement and the moves away from a culture of blame for low level complaints and conduct to an environment of learning and improvement. It is known to promote better working practices and increase motivation in staff.

49. The logging of a higher volume of complaint data should potentially not be seen in the future as a negative, but how to strive to provide a learning and progressive Police Service, with effective engagement with both staff and members of the public.

50. The number of complaints against police officers remains relatively low⁶ given the number of interactions with members of the public, often in challenging circumstances. Covid 19, Black Lives Matter and the murder of Sarah Everard will likely have an impact on the public perception on the whole of British Policing and how the public view the world following the publicity of these high-profile issues. This will have an impact regarding complaints and conduct matters.

51. CoLP has adopted Single Online Home which signposts users to a 'one stop shop' to report matters either positive/negative thus making reporting easier.

52. The number of complex and multiple complaints and conduct matters has increased over the last number of years. There are more investigations where the IOPC are involved, (this may reflect their increase in staff levels to accept a higher case load). This involvement has an impact on the PSD investigation team as a result of the increased demand for information from the IOPC.

53. The changes to the Police Regulations since 1st February 2020 has made the emphasis on learning both as an Organisation and Individual level the core focus. This can only enhance and reinforce the steps that PSD has already taken in this direction.

54. Following on from the success of internal communications and PSD training inputs, PSD has recruited an Engagement Officer. The Engagement officer is working extensively across the force to promulgate learning, provide training, education and advice to support our officers and staff in maintaining the highest standards of

⁶ CoLP recorded 71 allegations per 1000 employees, National Average 205 allegations per 1000 employees IOPC 2019/20 Q3 – *Police Workforce, England and Wales, 31st March 2019 (National Statistics)*

professional behaviour. PSD has seen an increase in internally referred conduct matters and requests for advice. There has been an increase in the quantity and quality of confidential anonymous reports of wrong doing to the two way reporting system 'Bad Apple', and the use of Safecall.

55. Whilst the number of complaints against City of London officers is relatively low, PSD continue to look for smarter working practices to assist in dealing with complaints and conduct matters concisely, impartially and ensuring that the City of London continues to deliver an exceptional policing service.

Appendices

Appendix 1- Glossary of terms

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Annex A: glossary of terms

Allegation: An allegation may concern the conduct of a person or persons serving with the police or the direction and control of a Police force. It is made by someone defined as a complainant under the Police Reform Act 2002 (see 'complainant' below). An allegation may be made by one or more complainants. A complaint case may contain one or many allegations. For example, a person may allege that they were pushed by an officer and that the officer was rude to them. This would be recorded as two separate allegations forming one complaint case. An allegation is recorded against an allegation category.

Chief officer: 'Chief officer' is a collective term that refers to the heads of police forces (chief constables for all forces except the Metropolitan Police and City of London Police, which are each headed by a commissioner).

Complainants: Under the Police Reform Act 2002, a complaint may be made by:

- a member of the public who claims that the conduct took place in relation to them
- a member of the public who claims they have been 'adversely affected' by the conduct, even though it did not take place in relation to them
- a member of the public who claims to have witnessed the conduct
- a person acting on behalf of someone who falls within any of the three categories above. This person would be classed as an 'agent' or 'representative' and must have the written permission of the complainant to act on their behalf. A person is 'adversely affected' if they suffer distress or inconvenience, loss or damage, or are put in danger or at risk by the conduct complained of. This might apply, for example, to other people present at the incident, or to the parent of a child or young person, or a

friend of the person directly affected. It does not include someone distressed by watching an incident on television.

A 'witness' is defined as someone who gained their knowledge of that conduct in a way that would make them a competent witness capable of giving admissible evidence of that conduct in criminal proceedings or has anything in their possession or control that would be admissible evidence in criminal proceedings.

One complaint case can have multiple complainants attached to it and one individual can make more than one complaint within the reporting year.

Subjects: Under the Police Reform Act 2002 (PRA 2002), complaints can be made about persons serving with the police as follows:

- Police officers of any rank
- Police staff, including community support officers and traffic wardens
- Special Constables

Complaints can also be made about contracted staff who are designated under section 39 of the PRA 2002 as a detention officer or escort officer by a chief officer.

Complaint case: A single complaint case may have one or more allegations attached to it, made by one or more complainants, against one or more persons serving with the police.

Direction and control: The IOPC considers the term 'direction and control' to mean general decisions about how a force is run, as opposed to the day-to-day decisions or actions of persons serving with the police, which affect individual members of the public – including those that affect more than one individual.

Disapplication: Disapplication only applies to allegations linked to complaint cases received on or after 22 November 2012.

A full list of the allegation categories available and their definitions can be found in the IOPC's Guidance on the recording of complaints. There are certain circumstances in which a complaint that has been recorded by a police force does not have to be dealt with under the Police Reform Act 2002 (PRA 2002). For allegations linked to complaint cases received on or after 22 November 2012, this is called disapplication. It can only happen if certain circumstances apply:

- If more than 12 months have passed between the incident, or the latest incident, giving rise to the complaint and the making of the complaint and either no good reason for the delay has been shown or injustice would be likely to be caused by the delay.
- If the matter is already subject of a complaint made by or on behalf of the same complainant.
- If the complainant discloses neither their name and address nor that of any other interested person and it is not reasonably practicable to ascertain these.
- If the complaint is repetitious.
- If the complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints.
- If it is not reasonably practicable to complete the investigation or any other procedures under the PRA 2002.

If the complaint was not required to be referred to the IOPC, the police force can carry out a disapplication. If the complaint was referred to the IOPC and the IOPC has either referred the complaint back to the force or determined the form of investigation, the force must apply to the IOPC for permission to carry out the disapplication.

Disapplication appeal: An appeal may be made to the relevant appeal body against the decision to disapply the requirements of the Police Reform Act 2002. There is no right of appeal where the complaint subject to the disapplication relates to direction and control or where the IOPC has given permission for the disapplication.

Discontinuance: A discontinuance ends an ongoing investigation into a complaint. It can only occur if certain circumstances apply:

- If a complainant refuses to co-operate to the extent it is not reasonably practicable to continue with the investigation.
- If the force decides the complaint is suitable for local resolution.
- If the complaint is repetitious.
- If the complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints.
- If it is not reasonably practicable to proceed with the investigation.

If the complaint was not required to be referred to the IOPC, the police force can discontinue a local investigation; otherwise, they must apply to the IOPC for permission to discontinue the investigation. In the case of a supervised investigation, the police force has to apply to the IOPC for permission to discontinue the investigation.

Discontinuance appeal: An appeal may be made to the relevant appeal body against the decision by a police force to discontinue the investigation into a complaint. There is no right of appeal where the complaint subject of the investigation discontinued relates to direction and control, where the IOPC has given permission for the discontinuance or if the discontinuance is carried out by the IOPC in relation to a supervised investigation.

Invalid appeals: There are a number of reasons why an appeal may be judged to be invalid. These are:

- If the appeal is not complete. An appeal must be in writing and contain certain information such as the details of the complaint, the name of the police force whose decision is subject of the appeal and the grounds of appeal, although the relevant appeal body may still consider an appeal even if it does not consider the appeal complete.
- If there is no right of appeal. Only a complainant or someone acting on his or her behalf can make an appeal. If anyone else tries to, the appeal is invalid. An appeal must also follow a final decision in relation to a complaint from the force (or, in the case of non-recording where no decision has been made, at least 15 working days must have passed between the complainant making their complaint and submitting an appeal against the non-recording of that complaint).
- If the appeal is made more than 28 days after the date of the letter from the Police force giving notification of the decision (which is capable of appeal) to the complainant and there are no special circumstances to justify the delay. The right of appeal in relation to direction and control complaints is limited, as noted in the definition for each appeal type above; full details can be found in the IOPC's Statutory guidance.

Dispensation: Dispensation only applies to allegations linked to complaint cases received before 22 November 2012.

There are certain circumstances in which a complaint that has been recorded by a police force does not have to be dealt under the Police Reform Act 2002 (PRA 2002). For allegations linked to complaint cases received before 22 November 2012, this is called dispensation. It can only happen if certain circumstances apply:

- If more than 12 months have passed between the incident, or the latest

incident, giving rise to the complaint and the making of the complaint and either no good reason for the delay has been shown or injustice would be likely to be caused by the delay.

- If the matter is already subject of a complaint made by the same complainant.
- If the complainant discloses neither their name and address nor that of any other interested person and it is not reasonably practicable to ascertain these.
- If the complaint is repetitious.
- If the complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints.
- If it is not reasonably practicable to investigate the complaint.

Gross Misconduct: A breach of the Standards of Professional Behaviour so serious that dismissal would be justified

Investigation: If a complaint is not suitable for local resolution, it must be investigated. This involves the appointment of an investigating officer who will investigate the complaint and produce a report detailing the findings about each allegation and any action to be taken as a result of the investigation. There are two different types of investigation referred to in the report:

- Local investigations: Are carried out entirely by the police. Complainants have a right of appeal to the relevant appeal body following a local investigation.
- Supervised investigations: Are carried out by the police under their own direction and control. The IOPC sets out what the investigation should look at (which is referred to as the investigation's 'terms of reference') and will receive the investigation report when it is complete. Complainants have a right of appeal

to the IOPC following a supervised investigation.

Investigation appeal: This applies to all complaints investigated by the police force itself or where the investigation has been supervised by the IOPC. The complainant may appeal to the relevant appeal body on a number of grounds in relation to the investigation, which are set out in the 'findings' section of the report. There is no right of appeal in relation to the investigation of a direction and control complaint.

Investigation outcomes:

- **Unsubstantiated / Substantiated:** These are the outcomes of allegations that have been judged solely in terms of whether evidence of misconduct was found. This outcome will only apply to allegations linked to complaint cases recorded before 1 April 2010. As time progresses there will be fewer allegations with these outcomes.

- **Not upheld / Upheld:** As of 1 April 2010, police forces are expected to also record whether a complaint is upheld or not upheld. A complaint will be upheld if the service or conduct complained about does not reach the standard a reasonable person could expect. This means that the outcome is not solely linked to proving misconduct.

Local Resolution: For less serious complaints, such as rudeness or incivility, the complaint may be dealt with by local resolution. Local resolution is a flexible process that can be adapted to the needs of the complainant. A local police supervisor deals with the complaint, which might involve providing an explanation or information; an apology on behalf of the force; providing a written explanation of the circumstances and any action taken; or resolving the complaint over the counter or by telephone.

Local Resolution appeal: Complainants are entitled to appeal to the relevant appeal body against the outcome of a local resolution.

There is no right of appeal where the complaint locally resolved relates to direction and control.

Management Action: A way to deal with issues of misconduct other than by formal action. They can include improvement plans agreed with officers involved.

Misconduct: A breach of the Standards of Professional Behaviour

Misconduct Hearing: A type of formal misconduct proceeding for cases where there is a case to answer in respect of gross misconduct or where the police officer has a live final written warning and there is a case to answer in the case of a further act of misconduct. The maximum outcome at a Misconduct Hearing would be dismissal from the Police Service.

Misconduct Meeting: A type of formal misconduct proceeding for cases where there is a case to answer in respect of misconduct, and where the maximum outcome would be a final written warning.

Non-recording appeal: Under the Police Reform Act 2002, the police have a duty to record all complaints about the conduct of a serving member of the police or the direction and control of a police force.

Complainants have the right to appeal to the IOPC in relation to the non-recording of their complaint on a number of grounds. These are set out in the 'findings' section of the report. The appeal right in relation to direction and control complaints is limited; full details can be found in the IOPC's Statutory Guidance.

Sub judice: After recording a complaint, the investigation or other procedure for dealing with the complaint may be suspended because the matter is considered to be sub judice. This is when continuing the investigation / other procedure would

prejudice a criminal investigation or criminal Proceedings. There are a number of factors Police forces should consider when deciding whether a suspension is appropriate. The complainant must be notified in writing when the investigation / other procedure into their complaint is suspended and provided with an explanation for the decision. A complainant has the right to ask the IOPC to review that decision.

Unsatisfactory Performance Procedures

(UPP): Procedures which are available to deal with performance and attendance issues.

They are not, as such, dealt with by Professional Standards, but by the Force's Human Resources Department.

Withdrawn: A complainant may decide to withdraw one or more allegations in their complaint or that they wish no further action to be taken in relation to their allegation/ complaint. In this case, no further action may be taken with regard to the allegation/ complaint.

Police Terminology

AA: Appropriate Authority

ANPR: Automatic Number Plate Recognition

ATOC: (Association of Train Operating Companies) agreements.

To be authorised to travel within the ATOC agreement warranted officers must sign to join the scheme and an agreed amount is taken from their wages at source. When they begin working at CoLP officers are provided with a warrant card which previously permitted travel on the over ground trains within a specific region in the south east of the UK. As long as the warrant card did not have the words 'Not for Travel' across it officers were considered to be in the ATOC agreement. This has since changed and officers now receive a Rail Travel card to be shown alongside their warrant card to confirm they are in the agreement.

Other forces have similar schemes including Essex Police who issues their officers in the

agreement with a travel card. This has to be shown with a warrant card. With both CoLP and Essex Police when officers leave the force they are required to hand back both their warrant and travel cards. If they are transferring forces and required to travel by train the expectation would be that they would buy a train ticket on their first day before their new warrant card and now travel card are issued.

BWV : Body Worn Video

CAD: Computer Aided Dispatch

CCJ: County Court Judgement

DPS: Directorate Professional Standards (Metropolitan Police Service)

DSI: Death or Serious Injury

ECD: Economic Crime Directorate

FI: Financial Investigator

HCP: Health Care Professionals

I&I: Intelligence and Information Directorate

IOPC: Independent Office of Police Conduct

MIT: Major Investigation Team

MPS: Metropolitan Police Service

NFA: No Further Action

NUT: National Union of Teachers

PCO: Public Carriage Office

PHV: Private Hire Vehicle

PMS: Property Management System

PNC: Police National Computer

POCA: Proceeds of Crime Act

SAR: Subject Access Request

SAR: Suspicious Activity Report

SIO: Senior Investigating Officer

SOP: Standard Operating Procedure

STOT: Safer Transport Operations Team

TFG: Tactical Firearms Group

TfL: Transport for London

TPH: Taxi and Private Hire

UNIFI: City of London Crime and Intelligence
Database

UPD: Unformed Policing Directorate

IC Codes:

IC1 – White – North European

IC2 – Dark European

IC3 – Black

IC4 – (South) Asian

IC5 – Chinese, Japanese, or other South-East
Asian

IC6 – Arabic or North African

IC9 – Unknown

Glossary – Allegation types (pre and post 1st Feb 2020 following changes to Police Conduct Regulations)

Old Allegation Types (pre Feb 2020)		
Organisational/Direction and Control	01	Operational policing policies
	02	Organisational decisions
	03	General policing standards
	04	Operational management decisions
Individual	A	Serious non-sexual assault
	B	Sexual assault
	C	Other assault
	D	Oppressive conduct or harassment
	E	Unlawful/unnecessary arrest or detention
	F	Discriminatory Behaviour
	G	Irregularity in evidence/perjury
	H	Corrupt practice
	J	Mishandling of property
	K	Breach Code A PACE
	L	Breach Code B PACE
	M	Breach Code C PACE
	N	Breach Code D PACE
	P	Breach Code E PACE
	Q	Lack of fairness and impartiality
	R	Multiple or unspecified breaches of PACE
	S	Other neglect or failure in duty
	T	Other irregularity in procedure
	U	Incivility, impoliteness and intolerance
	V	Traffic irregularity
W	Other	
X	Improper disclosure of information	
Y	Other sexual conduct	

CITY OF LONDON POLICE: OFFICIAL

New Allegation Types (post Feb 2020)		
Type Group	Type	Type Description
1	A1	Police action following contact
	A2	Decisions
	A3	Information
	A4	General level of service
2	B1	Stops, and stop and search
	B2	Searches of premises and seizure of property
	B3	Power to arrest and detain
	B4	Use of force
	B5	Detention in police custody
	B6	Bail, identification and interview procedures
	B7	Evidential procedures
	B8	Out of court disposals
	B9	Other policies and procedures
3	C1	Handling of or damage to property/premises
4	D1	Use of police systems
	D2	Disclosure of information
	D3	Handling of information
	D4	Accessing and handling of information from other sources
5	E1	Use of police vehicles
6	F1	Age
	F10	Other
	F2	Disability
	F3	Gender reassignment
	F4	Pregnancy and maternity
	F5	Marriage and civil partnership
	F6	Race
	F7	Religion or belief
	F8	Sex
F9	Sexual Orientation	
7	G1	Organisational corruption
	G2	Abuse of position for sexual purpose
	G3	Abuse of position for the purpose of pursuing an inappropriate emotional relationship
	G4	Abuse of position for financial purpose
	G5	Obstruction of justice
	G6	Abuse of position for other purpose
8	H1	Impolite language/tone
	H2	Impolite and intolerant actions
	H3	Unprofessional attitude and disrespect
	H4	Lack of fairness and impartiality
	H5	Overbearing or harassing behaviours
9	J1	Sexual assault
	J2	Sexual harassment
	J3	Other sexual conduct
10	K1	Discreditable conduct
11	L1	Other

Committee: CoL Police Authority Board	Date: 22 June 2021
Subject: The City of London Police Pension Board – Review of Activities for the period 1 April 2020 to 31 March 2021	Public
Report of: The Chamberlain	For Information
Report author: Graham Newman – Chamberlain’s Department	

Summary

This report summarises the activities of the Police Pensions Board for the period 1 April 2020 to 31 March 2021. The Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the responsibility of assisting the Scheme Manager (the Commissioner of the City of London Police) in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).

Over the last twelve months the Board:

- continues to review the working practices of the City of London Police Pensions Office including reviews of all letters and documents issued to members, prospective members, leavers and retirees;
- monitored and where appropriate updated the Risk Register for the Board; and
- continues to undertake online training modules with the Pensions Regulator’s Toolkit.

The training needs of all Board Members continues to be monitored and training provided as required.

Recommendation

Members are asked to note this report.

Main Report

Background

1. The Public Services Pensions Act 2013 (the 2013 Act) included several provisions regarding better governance and improved accountability for all public-sector pension schemes. As a result, the Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the responsibility of assisting the Scheme Manager in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).
2. The Scheme Manager for the City of London Police Pension Scheme is the City of London Police Commissioner, with responsibility for the administration of the Scheme delegated to the Chamberlain of the City of London Corporation.

The Role of the Police Pension Board

3. The Pension Board sits in an oversight role, to assist the Scheme Manager with ensuring the administration of the Scheme complies with
 - the Regulations;

- other legislation relating to the governance and administration of the Scheme; and
 - the requirements imposed by The Pensions Regulator in relation to the Scheme.
4. In accordance with the Regulations, the structure of the Board must include an equal number of scheme member and scheme employer representatives. The City of London Police Pension Board consists of 3 scheme member representatives and 3 scheme employer representatives.
 5. The 2013 Act makes it a legal requirement that members of the Board do not have a conflict of interest and therefore all members are expected to identify, monitor and manage any potential, actual or perceived conflicts of interest. The Members of the Board are as follows:

Scheme Employer Representatives:

Mr Alexander Barr	(Deputy Chairman from 29/06/20 to 15/04/21, Chairman since 16/04/21) – Elected Member
Superintendent Helen Isaac	Serving CoL Police Officer
Mr Henry Colthurst –	Elected Member (since October 2020)
Alderman Ian Luder –	Elected Member (until July 2020)

Scheme Member Representatives:

Mr John Todd	(Chairman from 29/06/21 to 15/04/21, Deputy Chairman since 16/04/21) – Retired CoL Police Officer
Sergeant Michael Reed –	Serving CoL Police Officer (Since January 2020)
Mr Timothy Parsons –	Retired CoL Police Officer

Appendix A sets out the attendance record of each Board Member.

Activities of the Board

6. Since 1 April 2020 two meetings have been held – 9 October 2020 and 8 February 2020. A meeting had been planned for June 2020, but due to the COVID 19 pandemic this was cancelled. It is expected that there will continue to be 3 meetings held in every year.

Training

7. Board Members have certain legal responsibilities and must be conversant with the PPS Regulations and the governance and administration of the Scheme to enable them to exercise their role as a Board Member.
8. Members are expected to keep their knowledge and understanding requirements under review. This will allow the training plan to be reviewed and updated as required to meet the training needs.
9. The Pensions Regulator has created an online learning programme, the Trustee Toolkit. The Toolkit is aimed at the board members of occupational pension schemes and Board Members have been provided with the necessary details and are expected to undertake all 7 training modules. The status of each Member's training is reviewed periodically.

10. Due to the COVID 19 pandemic the Pension Office has been implementing new ways of working to ensure the pension administration remained compliant with legislation whilst following Government guidelines working from home. This caused additional requirements on the available resource to deliver the administration during this time and has prevented any formal training being delivered to the Board by the Pensions Office in the past year.
11. Individual training was provided to the two new Board Members in December 2020.

Annual Schedule of Events

12. In order that the Board is able to monitor and oversee the administration of the Police Pension Scheme an Annual Schedule of Events to illustrate the tasks carried out by the Pensions Office, their deadlines and the actual completion dates of each task is maintained. The Schedule is updated as required and is a standing agenda item for each Board meeting.

Risk Register

13. A risk register has been created to cover the risks in respect of the City of London Police Pension Scheme. The Register is a standing agenda item for each Board meeting and means that potential risks are continually assessed, reviewed and amended or added to or removed from the Register as deemed appropriate. Since April 2020 one additional risk has been added to the register. The additional risk is the 'McCloud' legal challenge and expected remedy implementation / amendments to be made to the Scheme legislation.

Documentation and Communication

14. The Board continues to review the working practices of the City of London Police Pensions Office, including all letters and documents issued to members, prospective members, leavers and retirees to ensure optimum clarity as well as accuracy. This work is ongoing and several recommendations have been made in the past twelve months.

Data Protection Act 2018 (GDPR)

15. On 25 May 2018 General Data Protection Regulations were introduced. Part of the requirement of pension schemes is to clearly communicate data use and retention. To meet this requirement, the Scheme Manager of City of London Police Pension Scheme must issue a privacy statement to scheme members.
16. A copy of the City of London Police Force's generic privacy statement was included with the 2019 annual benefit statement that was issued to all serving Police Officers by the Pensions Office. A copy of the privacy statement was also sent separately to all retired officers. A copy of the privacy statement is available to officers upon request.

Breaches of Data Security (Information Commissioner's Office (ICO) GDPR)

17. There were no known breaches during the year.

Breaches of Pension Law (The Pensions Regulator (TPR) code of practice)

18. There were no known breaches during the year.

Lord Chancellor and Secretary of State for Justice v McCloud and others

19. The Court of Appeal has ruled that reforms made to the judges' and firefighters' pension schemes were discriminatory on the grounds of age. It was determined that the reforms made to all public sector pensions schemes, including the PPS, were also be deemed to be discriminatory on the same grounds and all public sector pension schemes will need to review their regulations and possibly make amendments to them.
20. A consultation period lead to the issue of a Remedy proposal by HM Treasury. However, technical guidance and the necessary legislative changes to implement the proposed Remedy in respect of the Police Pension Scheme is still awaited.
21. The Pensions Office has joined several technical working groups in respect of the proposed Remedy and a dedicated webpage is being set up to communicate all relevant information to officers as it is released.

COVID-19

22. Due to the COVID-19 pandemic, the Pensions Office staff have been working from home since 18 March 2020.
23. The TPR have issued guidance that 3 key services should always be retained, they are:
 - Continued payment of pension benefits to existing pension members
 - Commencement of pension benefits to new retirees
 - Ceasing of pension payments due to notification of death.
24. All services provided by the Pensions Office have continued to be provided to scheme members including transfers and estimates.

Conclusions

25. The Police Pension Board was created with reference to the Public Services Pensions Act 2013 and the Police Pension Scheme Regulations 2015. Since April 2018, the Board has met twice in 2020/21 and Members are aware that they should ensure their knowledge of the Scheme is up-to-date in order that they remain compliant with their legal requirements.
26. The Board continues to review the working practices of the City of London Police Pensions Office and regularly monitors all letters and documents issued to members, prospective members, leavers and retirees. The Board maintains a Risk Register and an approved Breaches Policy.

Appendices:

Appendix A – Board Member attendance record

Contact: Graham Newman

Email: graham.newman@cityoflondon.gov.uk

Police Pension Board - Board Member Record of Attendance

	9/10/2020	8/02/2021
Alexander Barr	X	X
Helen Isaac	X	X
Henry Colthurst ⁽ⁱ⁾	X	X
John Todd	X	X
Mike Reed	X	X
Timothy Parsons		

Notes:

(i) Joined the Board in October 2020

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Committee(s): Police Authority Board	Dated: 22 nd June 2021
Subject: CoLP Sector Policing Model- initial successes and challenges	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	No 1 – People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 36-21	For Information
Report author: Chief Supt Steve Heatley, Local Policing	

Summary

At the 16th October 2020 Performance and Resource Management Committee it was noted that the new Sector Policing Model was due to ‘go live’ from the 19th October 2020 and the Committee asked for an update on the implementation of the new model from May 2021 onwards. At the Strategic Planning and Performance Committee on the 4th May, the new Chair asked AC Sutherland to provide an interim update and this is provided in this report.

The report notes successes and challenges of the new model and describes areas for development going forward.

Recommendation(s)

Members are asked to note the report

Main Report

Background

1. At the 16th October 2020 Performance and Resource Management Committee it was noted that the new Sector Policing Model was due to ‘go live’ from the 19th October 2020 and the Committee asked for an update on the implementation of the new model from May 2021 onwards. It was agreed that an update report would be submitted to the September 2021 Strategic Planning and Performance Committee (SPPC), however at the meeting of the SPPC on the 4th May 2021 the new Chair of that Committee stated he would wish to see something sooner than September 2021.

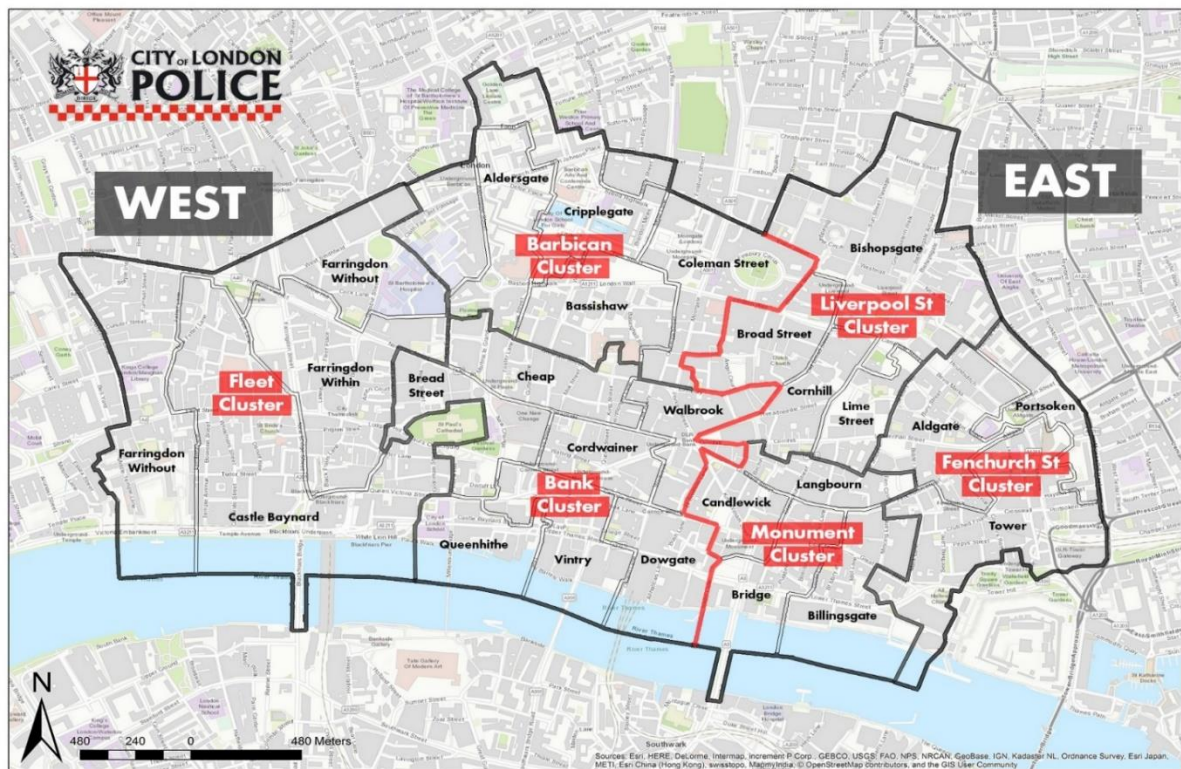
2. AC Sutherland therefore undertook to provide an interim update, and this is provided in this report, which outlines the main successes and challenges of the implementation of the new model so far.

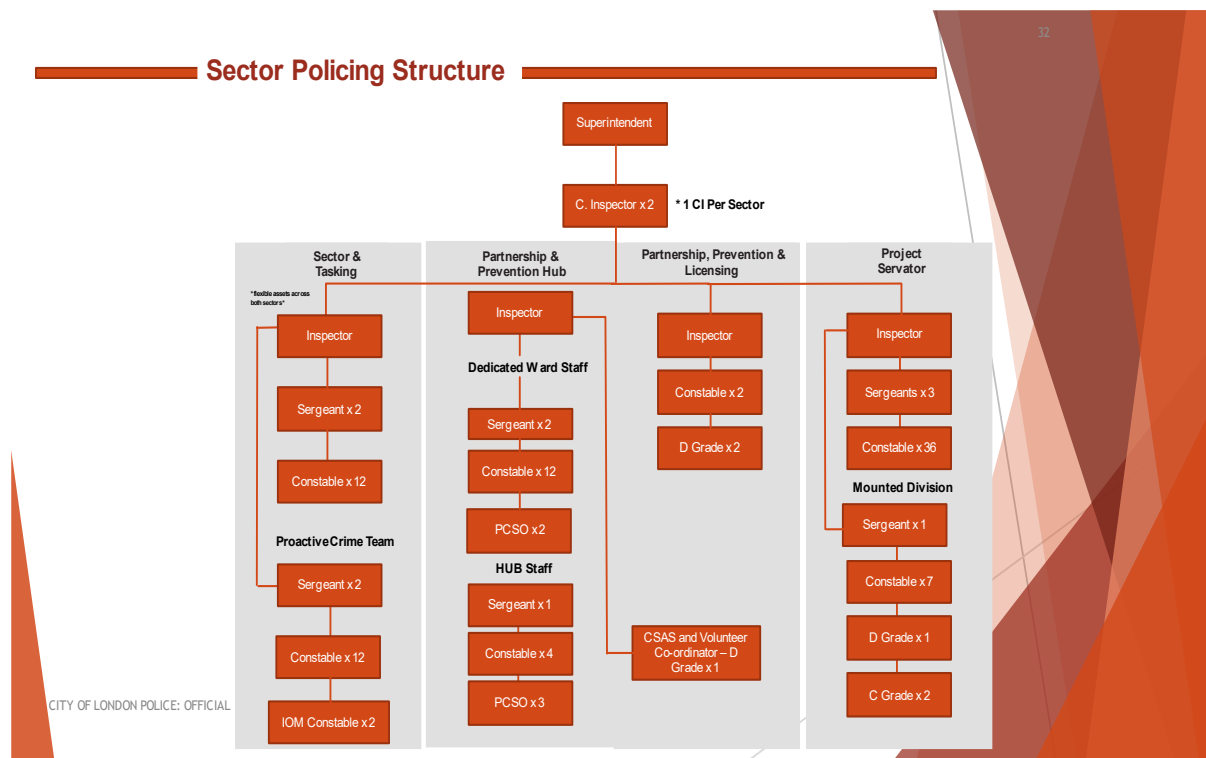
Current Position

3. The new Sector Policing model went live on 19th October 2020 as planned. Visibility, accountability and ownership is delivered by a team of 12 Dedicated Ward Officer's that lead on crime and disorder within a cluster of wards. These officers are supported and work in synergy with our central Partnership and Prevention Hub with further support by the second layer of taskable assets in the form of Sector Tasking and Proactive Crime Teams.
4. The Partnership and Prevention Hub is a key feature of the sector Policing model the ASB (Anti Social Behaviour) coordinator from the Corporation is co located within the hub working 1 day a week enhancing information sharing, improving the awareness around the 5 key thematic areas:
 - Alcohol and drugs,
 - Vulnerable people (mental health) and places,
 - Young people,
 - Hate crime/Counter Terrorism (CT)
 - Schools and youth engagement/cadets.
5. Accountability is driven by two Chief Inspectors supported by a Superintendent who are accountable for 2 distinct areas of the Square Mile, the East and West Hub, underpinned by local crime fighters and tasking process with Inspector leads held to account for their respective areas of the business. The team hold a bi weekly tasking meeting looking at Policing crime trends, intelligence, deploying suitable assets to prevent and detect crime. This consists of the ASB co-ordinator from the CoLP, the Tasking Sergeant from FIB (Force Intelligence Bureau) the CT (Counter Terrorism) Tasking Officers, all Sector Policing Inspectors, Corporate Communications, and the Special Constabulary. This meeting is chaired by the Sector Chief Inspector. The ambition going forward is for the inclusion of the BCRPM (Business Crime Reduction Partnership Manager) to attend. .
6. The vision is to improve engagement with our communities with dedicated ward officers (DWO) through cluster panels delivering agreed priorities and promises with our public at the heart of our business plans. It is expected that the panels will be fully operational from September 2021.
7. The priority is to change the brand of community policing to a Sector model that is recognised both internally and externally as a new and more engaging model, This will draw on partners and stakeholders to cohesively work together as one.
8. The model advocates closer partnership working with current and developing Business Improvement Districts supporting Business Crime Reduction Partnerships. Each geographical sector has a senior officer (Chief Inspector) who is responsible for their sector and accountable to the residents, workers and stakeholders within it.

9. Community policing is, and must always remain the bedrock of UK Policing, we believe that local accountability through Sector Policing leaders at the inspecting ranks will ensure we have a dynamic and responsive service to meet the needs of the public whilst safeguarding community policing. Sector Policing brings closer partnership working delivering a collective prevention first ethos via a partnership and prevention hub. Sector Policing is at the heart of the Police Plan for 2021-2022 and is a key ingredient to reducing crime whilst working in partnership with our key stakeholders.

10. Below is a schematic and organogram of the new Sector Policing Model, showing the various clusters for the Eastern and Western sectors and the Organogram shows how the Sector Policing Team is structured.





11. The Dedicated Ward Officers (DWO) are split between East and West. All other sector assets are a taskable flexible assets which can be moved where intelligence or demand dictates.

Successes of the new Sector Policing Model

- Focus against priority crime types**: This can be evidenced through a series of bicycle initiatives to combat this progressive crime type. An evidence based approach was adopted through prevention, engagement and pro-active operations. This has led to an Organised Crime group being identified and dismantled, in one operation alone 60 bikes were recovered and restored to owners, a series of days of action has resulted in over 800 bikes being marked and significant social media presence resulting in over 2k views with one post alone thus further promoting the Sector Policing brand. Decoy/tracker bikes are regularly deployed in and around the square mile with proactive officers monitoring the movement of the bikes, This has led to over 30 arrests, further reducing this crime type, making it harder for criminals to engage in their activities within the square mile. This is supported by working with local business with a focus on crime prevention and engagement.
- New local crime tasking process**: Bi-weekly meetings in line with the Force CONTEST¹ meeting that is data driven and focuses on priority crime types in line with the Force Control Strategy. Force Intelligence Bureau (FIB) provides data to ensure tasking accuracy. This enhances the capability and capacity of Police assets to be deployed in an agile proportionate intelligence driven way.

¹ [Counter-terrorism strategy \(CONTEST\) - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Since 5th October 2020 there have been 294 Stop and Searches conducted and 153 arrests² under local tasking initiatives. (Full performance data is provided to the Strategic Planning and Performance Committee and the Professional Standards and Integrity Committee).

- Implementation of the NextDoor media platform to residential engagement gap to enhance external legitimacy. This is a self- funding national platform which supports information, engagement and crime prevention initiatives to be shared directly and instantly with local residents and our business community and more importantly allow the COLP to have a direct link and communication with these communities.
- Improved partnership working with Business Improvement Districts (BID's) opening up alternative funding streams. BID's are used to support communications across various sectors within the CoLP policing area. Sector management sit on BID safe & secure steering groups to galvanise a cohesive response to community safety within the various BID footprints. Sector Chief Inspector leads are furthermore engaged with the two developing business partnerships (EC partnership & Fleet Street Quarter) to support and shape their respective Safe and Secure plans as they work towards BID status. The Aldgate partnership BID has opened up a funding stream into CoLP to support crime prevention activities within their footprint.
- Introduction of a trial across the whole force area with the development and implementation of a Business Crime Reduction Partnership (BCRP) to augment engagement, intelligence sharing and communications between different business sectors. This has been funded by the COLP for this financial year circa £40k. The ambition is for the scheme to be self-funding by year end. Currently, fifty premises will be signed up initially with further engagement taking place to secure new members. Safer Business Network at present can't provide a forecast, but are heavily engaged at present across various partnerships & businesses. The BCRP will go under the banner name of "Safer Square Mile". The cost to each business is forecast at £10 per week. A BCRP manager will be co located within the partnership and prevention hub of sector policing to focus energy on building the client base. This will enhance the problem solving capabilities of the force sharing information and enhancing the collaboration opportunities with business leads in the square mile and sharing the crime reduction opportunities with partners. The project has the potential for being the biggest BCRP in London. The BCRP has been a success in other parts of London, for the COLP this will allow the real coordination of assets and knowledge working closely with the business leads, this is in essence why Sector Policing was designed and will be part of the DNA of the success of the brand.
- Renewed focus on licensing and Night Time Economy (NTE) with a shift in function to the Partnership and Prevention Hub. Sectors have initiated a number of online events with the licencing industry and the security industry (SIA) to highlight the importance of working together, increasing the crime

² This figure does not include those taken to MPS Stations

fighting capabilities across the square mile by working in collaboration and sharing information and knowledge. Most recently an online day of learning was launched with over 100 licensed premises taking part chaired and hosted by the Chief Supt from local policing with a series of guest speakers talking about terrorism, to spotting vulnerability, to reducing crime such as theft of bags in licensed premises. This has been launched with the opening up of the city from lockdown. Feedback from the participants was “why have we not done this before”, this is now planned for bi monthly forums to share information and share skills, with the aim that the industry is more collaborative with the Police.

- A Strategic allegiance with University College London (UCL) with interns deployed into the Force and a new agreement for the Force to be involved in their Masters programme. UCL as part of their department of security and crime science have agreed to a strategic partnership with CoLP. Thus far they have provided an intern to support research of cycle thefts within the City. This resource played a significant role in bringing an academic evidenced based approach in support of Sector Policing in tackling this. CoLP has developed this partnership further with a plan for further academic research into crime and security.

12. It is essential to use intelligence based policing engaging with our partners, using all legislative options including civil orders such as Criminal Behaviour Orders, shop banning orders and diversion activity schemes such as Operation Luscome (Operation which helps the homeless community diverting away from rough sleeping into hostels and permanent addresses). These tactics can be classed as Achilles Heel tactics deterring criminality in the Square mile using all available legislative means. Criminal Behaviour Orders (CBO) are pivotal to this success. The team has a dedicated member of staff who is specialised in applying for and writing these applications. To date since October 5 successful CBO'S have been granted, the 5 subjects have been re-arrested on a number of occasions for simply entering into the square mile boundaries and remanded to court. 8 are within the Court system awaiting the Court sign off, a further 20 have been pre-written for another cohort of offenders which are awaiting submission to the courts. An example of the collaboration and problem solving initiatives are the recent Anti-social behaviour reports in the Barbican and Castle Baynard areas of the City. A TTCG (Tactical Tasking Coordination Group) problem profile bid was secured adopting a Multi-Agency approach working in collaboration with Children's Services & the Community Safety Team leading on Youth Diversion. Long-term problem solving initiatives such investment/design out crime measures have been adopted using an OSARA (Objective, scanning, analysis, response and assessment) model.

- Several future-proofing recommendations have been delivered or set-in train. This includes the introduction of street scape digital messaging boards ('Digi-stoppers'); These boxes offer fast time crime prevention advice which can be changed and updated remotely, and have been used in a series of community events since they were purchased in April of this year.
- Fundamental review of Police Cadets programme and planned relaunch in September 2021. A full review has been undertaken in line with the National

Volunteer Police Cadet (NVPC) strategy. CoLP is exploring recruitment plans, as the VPC scheme is recognised nationally as an effective recruitment pipeline into policing, whilst supporting diversity breakdown aspirations. The CoLP Specials are more intrinsically aligned to the crime tasking process within the new Sector Policing model, this has enhanced resource deployment and has enhanced their support for engagement and enforcement, a highlight recently with the Day of Unity in Operation Rocotto which commenced on the 20th May 2021.

13. Operation **Rocotto**: was launched to coincide with the easing of lockdown restrictions. This was a collaboration event with our partners the City Security Council (CSC) licensees and the Corporation of London. The day consisted of 3 distinct phases, Community engagement events with local and sector policing across the square mile with our business and residential communities. The second phase working with the CSC who had over 400 of their staff coming out of their respective offices at key times during the day to meet and greet the public with our sector colleagues letting the Public know the City has been in safe hands during lockdown. This has cemented continued collaboration and sharing of information working together with industry to make the City even safer. The third phase was centred around the Night Time Economy (NTE) working with the special constabulary, sector policing, street Pastors in conjunction with licensees across the square mile to identify and educate the patrons reducing vulnerability, theft and violence in licence premises. This entire day was underpinned by an online event for people who could not visit the City.

14. It is envisaged due to the success of this day to hold 3 more events before the end of the year and to carry on these days of activity quarterly from the start of 2022 thus building on collaboration and enhancing the Sector Policing brand.

- To test 'what works': the effectiveness of the new Sector Police model and to find out what worked and areas for improvement, the team requested that Surrey Police who are the lead force in the UK for Neighbourhood policing complete a Peer review . The Peer review lead completed a week in house review rating the Force's new model as Green overall with a clear investment in problem solving and evidence of investment from Chief Officers. This gave the staff focus that what they were doing was paying off and showed the positive effects of the new model and how collaboration enhances the footprint of policing.
- Development of a number of new ethical partnerships with a focus on culture and innovation days. This can be evidenced by the aforementioned Operation **Rocotto** day of action and show of unity with the business and security industry.

Summary of media activity for Operation Rocotto:

- **Twitter:**

Average impressions: 6186

Rocotto impressions: 8817

Average engagements: 95.2
Rocotto engagements: 595

- **Facebook:**

Average reach: 1307
Rocotto reach: 3700

Average engagements: 103
Rocotto reach: 561

Challenges of the new Sector Policing Model

- Results of public surveys and perception of ASB. There have been reductions in the volume of ASB incidents in the past year, and this is mainly due to the effect of Covid-19 and the various lockdowns and reduced footfall in the City of London, however it is acknowledged that there have been and are ongoing ASB issues in the City from the perspective of residents and workers and public perception differs from the reality of reduced volume of incidents. It has been assessed that although COLP is taking action around the issues, this is not being communicated effectively to the residents and workers. The Introduction of a residential engagement platform that can target ward/cluster level audiences to ensure a better understanding of policing activities targeting local concerns will help to alleviate this disconnect with an increase in updates and communication of activity.
- However to close this gap a bi weekly news round up focussing on East and West cluster activity has been launched from Friday 4th June 2021 with councillors and ward panel members being updated allowing messages to be cascaded out to the wider community.
- 'Change of use' applications into Corporation of London, which will potentially increase our residential population and have associated crime implications.
- Change in topography, with shift in the Eastern City Cluster and a move to the cultural mile. This will bring additional footfall, potentially 1.5 million additional visitors to the city with the opening of the cross rail extension and the Elizabeth line, this will change the demographic from day time city worker to a café culture with museums cultural events leading to an increase in the Night Time Economy. The increase in footfall and the change in activity will require an additional Policing presence, this will however bring new collaborative opportunities which in its self is a great opportunity. The Business Crime Reduction Partnership will bring additional benefits reducing the potential Policing challenges of the cultural mile.
- Increased areas of pedestrianisation may bring in challenges with a change of crime types. This may be combatted with a greater use of cycles to support effective tasking/visibility within these areas. Evidence and a data led approach will be used to tackle such changes in crime and how we as an organisation plan to tackle this area.

- Visibility and Engagement reduction due to diminishing PCSO numbers. Currently CoLP has 4 PSCOs against an establishment of 5. A Working group has been established, to review the use of existing PCSO's with a new emphasis on engagement and visibility linked to increased legitimacy. The Force is exploring opportunities within the Citizens in Policing arena and a greater effective use of remaining PCSO and volunteers within the COLP

Areas for further development

- Creation of the Community Safety Accreditation Scheme (CSAS) and Extended Policing Family Co-Ordinator role and exploration in Citizens in Policing (CIP). CSAS and the wider CIP programme are a key ingredient to increasing a greater community involvement in policing. COLP see a co-ordinator role as key to driving and realising our aspirations. This could include driving a potential Employer Supported Policing Scheme to maximise opportunities around social value from the various businesses within our force area and beyond. In addition, implementing CSAS powers delegation opportunities within the security sector.
- Co-Location of BCRP Manager and ASB Co-Ordinator. Co-location of these roles is key to information and best practice sharing, maximising resources is more effective and ensures a shared understanding of issues as we collectively develop a response.
- Development of an Engagement Officer to diarise and promote community engagement events across all sectors. Engagement is the bedrock of community policing to ensure our collective communities understand our activities but more importantly, have a voice to ensure we are addressing local concerns. Having a single point of contact will streamline external engagement and ensure a clear route back into CoLP. This will support the work of the dedicated ward officers.

Conclusion

15. Sector policing has been imbedded since October 2020 and is now fully operational. This has allowed some significant partnership working and long term partnership building. This will increase the capacity and capability of the COLP with an ambition to reduce crime without the resourcing implications, thereby reducing Silo working. The aim is to fully implement the BCRP, subject to a review, across the COLP. It is anticipated that this will have a real innovative approach for collaboration and will be the largest BCRP in London. This will cement the Sector brand and bring cohesion and innovation to our future sharing of resources, talent and ideas to keep the City of London at the forefront of being the safest City in the world ensuring the policing priorities are met and our service to our communities improves.

Steve Heatley

Chief Superintendent Local Policing

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To: Police Authority Board

From: Bridge House Estates Board

4 May 2021

17. REFERENCES TO OTHER GRAND COMMITTEES

The Board considered a report of the Managing Director of Bridge House Estates setting out matters for decision which will support the newly established Bridge House Estates Board in the effective administration and governance of Bridge House Estates (BHE) (charity no. 1035628) consistent with the City Corporation's legal obligations as trustee to administer the charity effectively. To help ensure seamless delivery of BHE's administration, the report proposes that the Board resolves to proactively consult with, and seek the advice of, other Committees of the Court of Common Council, drawing on their experience and expertise, to facilitate delivery of existing workstreams and to better inform the Board's decision-making on certain matters.

RESOLVED – That the Bridge House Estates Board in the discharge of functions for the City Corporation as trustee for Bridge House Estates (charity no. 1035628), and solely in the charity's best interests with a view to supporting the charity's effective administration:

1. Approve the following references to the named Committees of the Court of Common Council:

City of London Police Authority Board

IT IS RESOLVED THAT the Police Authority Board be asked to report at least quarterly on any matters relating to the policing and security of the five bridges which are functional assets of Bridge House Estates, or as otherwise required to ensure the safety and security of those bridges and for the good administration of the charity, as appropriate.

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