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City of London Police Authority Board

Date: **THURSDAY, 23 SEPTEMBER 2021**

Time: 9.00 am

Venue: **INFORMAL VIRTUAL PUBLIC 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 Professor Emma Edhem
Alderman Timothy Hailes
Graham Packham
Dawn Wright
Andrew Lentin (External Member)
Deborah Oliver (External Member)
Sir Craig Mackey (External Member)

Enquiries: **Polly Dunn**
Polly.Dunn@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
https://youtu.be/vROVT-2nZLg

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 on line 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

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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 approve the public minutes and non-public summary of the meeting held on 19 July 2021.

For Decision
(Pages 9 - 18)

4. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 19 - 20)

5. **COMMITTEE MINUTES**

For Information

a) Strategic Planning & Performance Committee (To Follow)
To receive the draft public minutes and non-public summary of the Strategic Planning & Performance Committee meeting held on 6 September 2021.

b) Resource Risk & Estates Committee (To Follow)
To receive the draft public minutes and non-public summary of the meeting held on 6 September 2021.

c) Economic & Cyber Crime Committee (To Follow)
To receive the draft public minutes and non-public summary of the Economic & Cyber Crime Committee meeting held on 7 September 2021.

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

For Information
(Verbal Report)

7. **COMMISSIONER'S PUBLIC 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. **DIGITAL SERVICES STRATEGIC ROADMAP FOR THE CITY OF LONDON POLICE**
Report of the Chief Operating Officer.

For Decision
(Pages 21 - 50)

10. **Q1 REVENUE AND CAPITAL BUDGET MONITORING 2021-22**
Report of the Commissioner.

For Information
(Pages 51 - 72)

11. **DOMESTIC ABUSE ACT 2021**
Report of the Remembrancer.

For Information
(Pages 73 - 78)

12. **POLICE, CRIME, SENTENCING AND COURTS BILL**
Report of the Remembrancer.

For Information
(Pages 79 - 82)

13. **CITY OF LONDON POLICE-ACQUISITIVE CRIME ELECTRONIC MONITORING PROJECT**
Report of the Commissioner.

For Information
(Pages 83 - 86)

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

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

16. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 19 July 2021.

For Decision
(Pages 87 - 94)

18. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 95 - 96)

19. **NON-PUBLIC COMMITTEE MINUTES**

For Information

a) Strategic Planning & Performance Committee (To Follow)
To receive the draft non-public minutes of the Strategic Planning & Performance Committee meeting held on 6 September 2021.

b) Resource Risk & Estates Committee (To Follow)
To receive the draft non-public minutes of the Resource, Risk & Estates Committee meeting held on 6 September 2021.

c) Economic & Cyber Crime Committee (To Follow)
To receive the draft non-public minutes of the Economic & Cyber Crime Committee meeting held on 7 September 2021.

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

The Chair to be heard.

For Information
(Verbal Report)

21. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

22. **NATIONAL LEAD FORCE**
Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

23. **S22A COLLABORATION AGREEMENT- OUT OF HOURS REMAND TEAM- (NICHE TWO WAY INTERFACE)- LEICESTERSHIRE POLICE**
Report of the Commissioner.

For Decision
(Pages 97 - 100)

24. **MTFP AND BUDGET CHALLENGES INTERIM UPDATE REPORT**
Report of the Commissioner.

For Information
(Pages 101 - 106)

25. **RESOLUTION FROM THE HEALTH & WELLBEING BOARD**
To consider the resolution of the Health & Well Being Board from 16 July 2021.

For Information
(Pages 107 - 108)

26. **SUICIDE PREVENTION IN THE CITY OF LONDON**
Report of the Deputy Town Clerk and Chief Executive.

For Decision
(Pages 109 - 120)

27. **GW 1-5: CITY OF LONDON POLICE VEHICLE FLEET REPLACEMENT PROGRAMME 2021/22**
Report of the Commissioner.

For Decision
(Pages 121 - 128)

28. **GW2: IN-VEHICLE AUDIO/VIDEO SYSTEM**
Report of the Commissioner.

For Decision
(Pages 129 - 150)

29. **GW 6: POLICE ACCOMMODATION STRATEGY DECANT CAR PARKING - MIDDLESEX STREET CAR PARK**
Report of the City Surveyor.

For Decision
(Pages 151 - 164)

30. **GW3: SECURE CITY PROGRAMME (SCP) - VULNERABLE PEOPLE WORKSTREAM**
Joint report of the Commissioner and Director of the Built Environment.

For Information
(Pages 165 - 190)

31. **TRANSFORM PROGRAMME UPDATE: FINANCIAL SUSTAINABILITY**
Report of the Commissioner.

For Information
(Pages 191 - 196)

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

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

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CITY OF LONDON POLICE AUTHORITY BOARD
Monday, 19 July 2021

Minutes of the informal meeting of the City of London Police Authority Board held virtually on Monday, 19 July 2021 at 3.00 pm

Present

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

Officers:

John Barradell	-	Town Clerk
Simon Latham	-	Director, Police Authority
Oliver Bolton	-	Deputy Head of Police Authority Team
Rachael Waldron	-	Compliance Lead, Police Authority Team
Andrew Buckingham	-	Town Clerk's Department
Polly Dunn	-	Town Clerk's Department
Caroline Al-Beyerty	-	The Chamberlain
Alistair Cook	-	Head of Police Authority Finance
Sean Green	-	Chamberlain's Department
Aga Watt	-	Chamberlain's Department
Bukola Soyombo	-	Chamberlain's Department
Zoe Dhami	-	Community & Children's Services Department
Paul Chadha	-	Comptroller & City Solicitor's Department

City of London Police:

Ian Dyson	-	Commissioner of the City of London Police
Angela McLaren	-	Assistant Commissioner
Cecilie Booth	-	Chief Operating Officer and Chief Financial Officer
Christopher Bell	-	City of London Police
David Evans	-	City of London Police
Oliver Shaw	-	City of London Police
Hayley Williams	-	City of London Police
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In attendance

Claire Giraud	-	City & Hackney Public Health Department

Marianne Fredericks - Member, Court of Common Council
Helen Fentimen - Member, Court of Common Council

1. **APOLOGIES**

The Town Clerk explained that this was an informal meeting. Any views reached by the Committee today would 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 reflected the current position in respect of the holding of formal Local and Police 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

Before hearing apologies, the Chair wished to recognise the work of Joyce Nash and her many years of dedicated service on the Professional Standards & Integrity Committee. Following her passing last month, a moment of silence was held.

Apologies were issued from Alderman Timothy Hailes and Munsur Ali. Graham Packham would join the meeting late and Tijs Broeke may have needed to leave the meeting for a short period at 4pm but would re-join when possible.

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

There were no declarations.

3. **MINUTES**

RESOLVED, That the public minutes and non-public summary of the meeting held on 22 June 2021, be approved as an accurate record.

4. **OUTSTANDING REFERENCES**

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

A brief update on the work of the suicide prevention steering group (constituted in 2017) was provided by a representative of the City & Hackney Public Heath Team. The matter of suicide prevention was of utmost importance and the Board acknowledged that it needed to work with the City Corporation and other partners to progress measures that would be discussed in non-public. The Board also agreed to look at the need for physical barriers at certain locations.

RESOLVED, that the report be noted.

5. **COMMITTEE MINUTES**

a) Professional Standards & Integrity Committee

A Member requested that the stop and search data also be shared with the wider Board, when available.

Members agreed they needed to be mindful about making requests for information from the Force. Timeframes needed to be realistic and ideally would be integrated into the schedule of Board and Committee meeting items being drawn together by the Town Clerk.

RESOLVED, that the draft public minutes and non-public summary of the meeting held on 6 May 2021, be noted.

b) Resource, Risk & Estates Committee

RESOLVED, that the draft public minutes and non-public summary of the Resource Risk and Estates Committee meeting held on1 July 2021, be noted.

6. **CHAIR'S PUBLIC UPDATE**

The Chair addressed the Board and gave a verbal update:

- The APCC AGM had been held last week on 15 July. Simon Duckworth, a former Board Member and current Court of Council Member, formally announced that he would be standing down after 10 years of service on the APCC. The Chair wished to record the contributions of Simon Duckworth, who had been instrumental in establishing APCC and its changes since inception.

- The Chair provided updates on other APCC membership changes, including announcing that he would be the Deputy portfolio lead for economic & cyber crime.

- All Members of the Board were invited to the start of an upcoming meeting of the Future Cyber Crime Reporting and Analysis Service Procurement Committee; at the meeting officers would be providing oversight of the next generation service.

- Today marked the start of National Anti Social Behaviour week – with a number of events being held in the City on this area of policing.

RESOLVED, that the report be noted.

7. **COMMISSIONER'S UPDATE**

The Commissioner and Chief Officers addressed the Board and gave a verbal update:

- The Force continued their vigilance with more businesses reopening and an increase in the night time economy. In comparison to 2020 data, there had been an increase in crime by 66%, but it was acknowledged

that, due to Covid 19, 2020 had been an extra ordinary year. When mapped against 2019 data which was a more typical operational year, the City was still reporting 50% fewer crimes.

- On 7 July, the Commissioner laid a wreath with Mayor of London, Metropolitan Police Commissioner and British Transport Police Chief Constable in memorial of the 7/7 bombings.

- The Casualty Bureau Event – 200 people were involved from major incidents and casualty bureaus. Thanks were received for bringing the group together, to showcase the extraordinary work across policing and partners.

- An update was given regarding the Force and impacts of Covid-19. Along with national figures, there had been an uptick in absenteeism within the Force due to Test and Trace notifications. This remained just below 5%, which was better than other forces, but was not insignificant. Despite this, all critical services were being maintained.

- This week marked Anti-Social Behaviour (ASB) week, for which the City of London Police were a full participant. Amongst the various events being held, there was a focus on residential estates. A higher profile police presence was planned, COLP (and other forces) were re-rolling out the successful project Luscombe for homeless communities. Generally, the Force had adopted a communicative approach to ASB by engaging with central residents committees and other stakeholders. An area of particular concern amongst residents had been pedal cycle and e-scooter related ASB. In response, the Force was reinvigorating Operation Hornet, which was a strengthened approach to the use of non-compliant use of e-scooters in line with NPCC guidance.

- There had been a slight increase in violent crime with the lifting of restrictions and increased footfall in the City. With reference to violence against women and girls and the focus from the Home Office in this area, , the Force had made a bid for Home Office funding for a prevention initiative and awaited with interest the outcome. If unsuccessful, the Force may approach the Safer City Partnership for similar funding.

RESOLVED, that the update be noted.

8. **NATIONAL LEAD FORCE**

The Commissioner and Chief Officers addressed the Board and gave a verbal update:

- The procurement for the Next Generation Service had been launched with an invitation to tender following the confirmation of Home Office funding.

- There had been an increased demand on the existing Action Fraud service, which had experienced improvements with an increase in calls answered. This had been helped with a chat-bot that had been installed and an increase to staffing levels. Officers would continue to give updates on performance to ECCC.

- The Strategic Communication and Engagement Plan (SCEP) was still a work in progress but the weekly cross-departmental meetings were proving useful, with work ongoing to co-author important comms, briefings, press releases etc. Monthly newsletters across policing PCCs and stakeholders were planned. The Assistant Commissioner was planning to bring an update back on the SCEP at the September ECCC meeting.

RESOLVED, that the update be noted.

9. **REVISED TERMS OF REFERENCE**

Members received a report of the Town Clerk regarding revised terms of reference of its committees.

The Chair had explained that initially, changes were proposed to better distinguish the responsibilities of each committee, particularly in respect of the workforce. However, discussions had been held since the report was authored and recommended that there be no amendments to the various terms of reference be made at this time.

If, on review, the Chair or the Committees felt changes were needed, a report would be brought back to the Board.

RESOLVED, that no changes to the Committees' Terms of Reference be taken at this time.

10. **SPECIAL INTEREST AREA SCHEME 2021-22**

Members considered a report of the Town Clerk regarding the Special Interest Area Scheme 2021-22.

On Equalities, Diversity and Inclusion (EDI) in recruitment, processes and criteria that would be used to recruit to roles was included within the Attraction Plan.

The Force was happy to provide list of upcoming vacancies and selection processes. Changes were being made to ensure that recruitment was not only fair, but demonstrably fair. Informed by feedback, Officers would be implementing strategies on upcoming rounds of promotions.

There was a focus on the importance of victims and a call to look at how the Authority can include that within the SIA overview going forward.

It was noted that Deputy Keith Bottomley was appointed as the Safeguarding and Public Protection SIA at the April 2021 Board meeting.

RESOLVED, that the Special Interest Area Scheme 2021/22 (attached at Appendix A) be agreed, noting in particular:

i. the achievements in the year 2020/21; and
ii. the key priorities identified for the year 2021/22.
iii. the absorption of the SIA lead roles for Neighbourhood Policing, Human Resources, Equality & Inclusion, Road Safety (& Casualty Reduction), Transform and Counter Terrorism into the roles and the responsibilities of the Chair of the appropriate Committee or Board

11. **DRAFT ANNUAL REPORT 2020-21**

Members considered a report of the Commissioner regarding the Draft Annual Report 2020-21.

If Members had any comments on the Annual Report, they were invited to feed those back to the Authority and Force via the clerk.

RESOLVED, that Members delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair of Police Authority Board, to approve of the contents of the final version of the Annual Report 2020-21 for its onward submission to the September Court of Common Council.

12. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Members received a report of the Town Clerk regarding action taken between meetings.

RESOLVED, that the report be noted.

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

There were no questions.

There were no questions, however, the Chair and Town Clerk used this opportunity to assure Members that work was underway to draw together a comprehensive agenda plan for the Board and all of its Committees. This work would be ready for September.

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

There were no items of urgent business.

15. **EXCLUSION OF THE PUBLIC**

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

16. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 22 June 2021, be approved as an accurate record.

17. **NON-PUBLIC OUTSTANDING REFERENCES**
Members received a joint report of the Town Clerk regarding the Board's non-public outstanding references.

18. **NON-PUBLIC COMMITTEE MINUTES**

a) **Professional Standards & Integrity Committee**
RESOLVED, that the draft non-public minutes of the Professional Standards & Integrity Committee meeting held on 6 May 2021, be noted.

b) **Resource, Risk & Estates Committee**
RESOLVED, that the draft non-public minutes of the Resource, Risk & Estates Committee meeting held on 1 July 2021, be noted.

19. **CHAIR'S NON-PUBLIC UPDATE**
The Chair addressed the Board and gave a verbal update.

20. **COMMISSIONER'S UPDATES**
The Commissioner addressed the Board and gave a verbal update:

21. **NATIONAL LEAD FORCE**
There was no further update.

22. **SUICIDE PREVENTION AND SUICIDE PREVENTION STEERING GROUP ACTION PLAN UPDATE**
Members received a joint report of the Commissioner and City & Hackney Public Health regarding suicide prevention.

23. **NATIONAL CYBERCRIME PROGRAMME: REGIONAL CYBER CENTRES - PROPOSED ESTABLISHMENT OF AND PARTICIPATION IN A COMPANY AS A NATIONAL HUB AND SERVICE PROVIDER**
Members considered a joint report of the Town Clerk and Commissioner regarding the National Cybercrime Programme: Regional Cyber Centres - Proposed establishment of and participation in a company as a national hub and service provider.

24. **EXTENSION ON CONTRACT FOR NATIONAL CYBER CRIME TRAINING**
Members received a report of the Commissioner regarding the extension on contract for National Cyber Crime Training.

25. **UPGRADE OF CITY OF LONDON POLICE CUSTODY CCTV AND CONTRIBUTION TO FORCE WIDE VIDEO MANAGEMENT SOLUTION**
Members considered a Gateway 5 Issues report of the Commissioner regarding the Upgrade of City of London Police Custody CCTV and contribution to Force wide video management solution.

26. **TRANSFORM PROGRAMME UPDATE: HIGH LEVEL TARGET OPERATING MODEL**
Members received a report of the Commissioner regarding a Transform Programme Update: High Level Target Operating Model.

27. **EXTERNAL MEMBER APPOINTMENTS**

Members considered a report of the Town Clerk regarding External Member Appointments.

The Chair explained the selection process and provided some context as a Panel Member.

A question was raised as to how the Board might encourage more women to put themselves forward and apply. Any ideas were welcomed.

RESOLVED, that Members,

a) Agree (subject to receipt of satisfactory references) the appointment of Michael Landau to the Resource, Risk & Estates Committee for a four-year term, concluding in July 2025;

b) Agree (subject to receipt of satisfactory references) the appointment of Adrian Hanstock to the Resource, Risk & Estates Committee for a two-year term, concluding in July 2023;

c) Agree (subject to receipt of satisfactory references) the appointment of Adrian Hanstock to the Strategic Planning & Performance Committee for a four-year term, concluding in July 2025;

d) Agree (subject to receipt of satisfactory references) the appointment of Moawia Bin-Sufyan to the Strategic Planning & Performance Committee for a two-year term, concluding in July 2023;

e) Agree (subject to receipt of satisfactory references) the appointment of Michael Landau to the Economic & Cyber Crime Committee, for a two-year term, concluding in July 2023;

f) Recommend to the Court of Common Council, the appointment of Craig Mackay to the City of London Police Authority Board for a four-year term concluding in September 2025; and

g) Note that the City of London Police Authority Board and the Economic & Cyber Crime Committee are both carrying one vacancy.

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

There were no questions.

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

There were no items of urgent business.

30. **VERBAL UPDATE FROM THE CHAIR**

The Chair gave an update on the process of appointing the next Commissioner.

31. **CONFIDENTIAL APPENDIX: EXTERNAL MEMBER APPOINTMENTS**
The confidential appendix was noted.

The meeting ended at 4.58 pm

Chairman

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

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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**
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-** a joint stakeholder and engagement update for EC was submitted to the ECCC on 7th September.
12/2021/P	20 April 2021 Chair's Public Update	A report to be submitted to the upcoming SPPC 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	**Complete-**this report was submitted to the SPPC on the 6th September.
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	**Completed** Committee appointments made in July and Board appointment considered at Court in September.
21/2021/P	22 June 2021 Responses to Anti Social Behaviour in the City of London	Detailed report on Sector Policing to be submitted to SPPC.	Commissioner	**Complete-**this report and a 'Deep Dive' on this area took place at the 6th September SPPC.

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Committee(s): Digital Services Sub-Committee (For Decision) Police Authority Board (For Decision)	**Dated:** 23rd July 2021 23rd September 2021
Subject: Digital Services Strategic Roadmap for the City of London Police	**Public**
Report of: Chief Operating Officer	
Report author: Sean Green, IT Director, City of London Police	**For Decision**

Summary

The world is becoming more and more *digital*, i.e., self-service, intuitive for users, collaborative and with high expectation of continual improvement - based on data points collected, processed at pace and analysed. The technology to do this is increasingly affordable and user-centric, whether it be physical kit, infrastructure or applications.

Digital approaches allow us to create and deliver more efficient and effective capabilities because they are more intuitive, tailored through insights and, where appropriate, automated. This means that people are more likely to make timely and proper use of the services, not only improving outcomes but also reducing cost of service, creating capacity for value-add activities and objectives for City of London Police (CoLP) outcomes.

The CoLP *Digital Services Strategic Roadmap* has been developed as a coherent guide to the full digital transformation of our public-facing and internal services and thus our organisation.

Recommendation(s)

Members are asked to:

- Approve the *City of London Police's Digital Services Strategic Roadmap* accompanying this report as the basis in principle for the digital transformation of the CoLC's services.

- Support the IT Director and Chief Operating Officer in setting the clear expectation amongst CoLP stakeholders that this roadmap shall be used as a guide for any local digital transformation initiatives within their own services; and that the CoLC IT team shall be notified of such initiatives so that they can be fully supported in a collaborative way, seeking to leverage value across the CoLC family.

Main Report

Background

1. The previous IT Strategy, which had a greater focus on the Technology Strategy, was due for review by the end of 2020.

2. In November 2018, Summit and Policy and Resources committed the organisation to the MHCLG public sector Digital Declaration. https://localdigital.gov.uk/declaration/

3. This Digital Services Strategic Roadmap (attached as Appendix A) is a strategy document that provides a broader view of modern IT which is solution focussed and utilises enabling technologies that support better collaboration and data insight.

4. The people we serve, employ and partner with are mostly used to digital services in other areas of life, whether it be in professional or personal capacities. There is a high weight of expectation that CoLC similarly follows suit.

5. The ambitions of the Policing Plan and Transform versus the pressures on internal resources are making it essential to increase efficiency and effectiveness in resource use through appropriate collaboration, including with machines via automation.

6. CoLC has made steady progress in becoming digital in some aspects of how we work, with some of the benefits showcased in our response to the COVID-19 crisis, especially home-working.

7. Digital approaches combining wider engagement and more delivery flexibility will be increasingly needed to best identify, shape and adapt to ongoing changes in circumstance and expectation.

8. To realise the potential of digitisation, a cultural shift is needed to increase digital by default working, and to seek opportunities for innovation and collaboration, whether it be for hybrid working adaptation or service delivery.

Discussion

9. The *CoLC Digital Services Strategic Roadmap*, developed by the IT Division in consultation with Chief Officers, selected Members, external expert advisors and comparable organisations, sets out a vision and strategic approach deemed appropriate for the CoLC's digital transformation.

10. The roadmap in Appendix A connects the new and existing schemes in a coherent way, identifies the gaps in vision realisation, and propose at a high-level schemes to fill some of the key gaps, with further detail to be added through properly funded and resourced proposal work under the umbrella of the roadmap.

11. Note that an equivalent digital services strategic roadmap has been developed for the City of Corporation tailored to their needs and circumstances.

Options

12. Three key options have been identified as follows:

    A. Do without a digital services' strategic roadmap or an equivalent description of coherent digital and technology intentions.

       The risk of this option is that our digital services investments will be increasingly disparate and lack the opportunity for interoperability and standardisation which adds complexity. We may also incur additional unnecessary support costs from the disparate technology deployed.

    B. Approve the digital services strategic roadmap presented in Appendix A.

       This mitigates the risk in 'option A' above and provides the opportunity to gain efficiencies in joined up future proofed digital and technology investments based on technologies that we have skills and capabilities to support. The risk of this option is that Members believe that roadmap presented is too ambitious of not ambitious enough.

    C. Request development of a significantly different digital services strategic roadmap or equivalent description of coherent digital intentions.

       The risk of this option is that the current CoLP IT strategy is now out of date and has also been agreed as being appropriate by colleagues in the City of London Police. HMIC – Criminal Justice Inspectorate reviews will expect to see an updated Digital and Technology strategy document in any inspections that they undertake of the City of London Police. In addition, without a valid strategy and roadmap we will start to see disparate digital and technology solutions implemented.

13. It is recommended that CoLP IT Strategy Board approve option B.

Proposals

14. On approval of option B, it is recommended a programme office (CoLP PMO/IT PMO) should be set up to co-ordinate and report on the various digital service transformation schemes, with minimum overhead.

15. The programme office will seek to maximise benefits by helping shape schemes to deliver outcomes that are more broadly applicable, whilst minimising undue interference with schemes that departments have developed to meet their local needs and have digital service improvements as only one element.

Key Data

Not Applicable

Corporate & Strategic Implications

Strategic implications

16. Digital transformation of our public-facing and internal services is essential to realise all aspects of the Policing Plan. We cannot realise the plan alone, therefore collaboration is a must.

17. We cannot realise the plan all in one go, and it is likely that our understanding of the potential will continue to increase over time, meaning continual improvement disciplines are a must. It is also expected that we will continue to learn from others, bringing back what works for consideration and application within CoLP.

18. There is on-going savings and efficiencies required for the City of London Police that this Digital and Technology strategy will support and enable.

Financial implications

19. Costs and funding models to deliver the roadmap are to be determined. There will be an impact on the wider cost structure of the organisation because of delivering the roadmap, with the aim being to reduce net costs when the widest reasonable scope of costs is considered.

Resource implications

20. Resourcing needs and models to deliver the roadmap are to be determined. There will be an impact on wider staffing levels and skill set requirements because of delivering the roadmap.

Legal implications

21. All digital approaches and solutions will be vetted to ensure that they are legally compliant.

Risk implications

22. The proposed digital transformation will require business resources which are already stretched with other projects and business usual responsibilities. The projects will need to be prioritised and funding provided with back

23. To minimise and mitigate the risks, an Agile approach will be taken, whereby change is made in small steps, tested with small representative groups of stakeholders in real-world situations before general release, and then carefully evaluated for speedy acceptance, fixing or revocation as appropriate. In addition, major projects will be prioritised and funding to sought to back-fill business as usual staff involved in projects.

Equalities implications

24. Some people will be less able to take advantage of digital services due to personal considerations from accessibility requirements to confidence and training. For the public, not everyone has equal access to technology or online platforms. Where possible assistance will be given to overcome these limitations, with continued need to provide

manual workarounds for some services where full mitigation is not otherwise able to be achieved. We will ensure that rigorous accessibility standards are accounted for.

25. Service outcomes are expected to be comparable in terms of result – e.g., filing a complaint. However, it may be that manually provided services offer less convenience or speed. Some staff may initially struggle to perform well in a highly digital environment – where this is due to a lack of skills or confidence, training and support will be provided.

26. There are equality benefits to digitisation of services and processes, for example users being less reliant on access from a specific location or time of day. These will impact different user demographics differently, depending on the function.

Climate implications

27. Many technologies have long supply chains, whose environmental impacts are not always fully known, and they require a significant amount of energy to run. Equally, it is not possible to quantify all the positive environmental impacts arising from their use, although it is to be expected that there will be less polluting travel and faster identification and resolution of external environmental issues.

28. The use of sensors in our buildings could help us implement intelligent business management systems to control lighting, heat, air conditioning and preventative maintenance. Better capacity management of data usage and storage will reduce the bandwidth needed, reducing electricity use and saving cost.

29. To the best of our ability, we will aim to ensure that the net environmental impact and climate implications of digital transformation schemes and the resulting services are positive or at least neutral with offsetting schemes with partners and suppliers.

Security implications

30. Appropriate information and physical security measures will be built into every digital transformation scheme and resulting service solution.

Conclusion

31. Digital transformation of CoLC's services, and hence the organisation itself, is essential to meet the expectations and needs of the modern world, our Policing Plan ambitions and the financial and resource pressures that we face.

32. CoLC's *Digital Services Strategic Roadmap* provides an appropriate guide to that digital transformation.

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Appendices

Appendix A – *City of London Corporation's Digital Services Strategic Roadmap*

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City of London Police

DIGITAL SERVICES STRATEGIC ROADMAP 2021-24

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Document Version

Date	Version	Author	Comments
12/11/20	0.1	Sam Collins	Initial Draft
18/12/20	0.2	Sean Green	Revised Draft
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Date	Name	Comments
29th June 2021	CoLP IT Strategy Board	Signed off
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> "Digital is something you are, not something you do. It's about how you think, how you behave, what you value, and what drives decisions in your organisation."
>
> *What a Digital Organisation Looks Like – Doteveryone 2017*

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Introduction

This document sets out a strategic vision and approach for the City of London Police to reap the benefits of putting digital ways of working at the heart of how they prevent and resolve crime through their services. That is, it describes a Digital Services Strategy intended to help the City Police deliver modern, resilient and efficient services that meet our stakeholder's expectations of access, responsiveness, flexibility and value for money.

The strategy aims to support and enable delivery of the City Police's Policing Plan for the period 2020-23, which is driven by our ambition to be a world-class policing service that significantly improves outcomes for all of the City's stakeholders and by the external and internal expectations and pressures that we face, not least from citizens, officers, staff and partners for our services to become more convenient, effective, efficient and relevant in an increasingly digital world.

The Digital Service Strategy is a reasoned response to these drivers, covering digital transformation of services over the period 2021-23. Where digital initiatives are already being pursued separately by various parties, this strategy aims to provide a framework within which the parties can manage these initiatives' interdependencies and target their mutual benefits. Where the necessary digital initiatives are yet to be started, this strategy aims to rally relevant parties to work together to get those initiatives proposed, approved and delivered.

External Context

The Police has an ambitious Policing Plan to significantly improve outcomes for the prevention and resolution of crimes. These ambitions will be realised in a world that is becoming more and more digital, with ordinary people and businesses having access to extraordinary computing power; using instant connectivity to access and add to vast stores of content and information; and wittingly or unwittingly sharing massive amounts of data about themselves, via their online activity and via widely deployed sensors which whist improving live also make individuals and businesses more vulnerable to crime.

The year 2020, more than ever before, has elevated the importance of providing resilient services and working practices delivered through digital means, rather than paper based or location dependant processes. The events of 2020, specifically COVID-19, have shown that not all services have fully embraced the digital age. The Police continues to address these shortfalls, and through this strategy, will set out an approach to fully utilise the transformative role of technology in delivering modern, resilient and efficient Police services that meet our stakeholder's expectations and enabling and delivering technology to support the evolving role of a world class police service.

Internal Context

The City Police rose to the challenge of COVID-19 with staff adapting very quickly to new ways of working. This was partly the result of officers, staff and Members being flexible, innovative and determined to continue functioning as best they could. It was also the result of previous and new investments in digital technology proving themselves over the last 12 months in particular with the investment in IT Modernisation. However, COVID-19 also exposed some weaknesses, including challenges in accessing reliable information and managing non-process-oriented and/or non-standard work, where digital ways of working could prove more beneficial in the future.

Meanwhile, the City Police's budget is reducing, and there is concern about further funding and service challenges arising from internal savings targets and the ongoing COVID-19 crisis. Digital ways of working will be vital to making the most of limited funding and leveraging the resources of others.

Digital Services Vision

'People getting the best out of cost-effective services through digitally-enabled collaboration and continual improvement.'

Our digital services vision sees customers, officers, staff and partners constructively combining their individual understandings and capabilities as they collaborate to realise the value-for-money benefits of convenient, digitally enabled services and to continually improve those services through regular performance analysis, stakeholder feedback and Agile change methods.

This vision will be realised through *service digitalisation* – i.e., transforming services digitally – that enables the following:

- Efficiency and effectiveness in service delivery work
- Service simplification and automation
- Delivery of secure and stable services accessible anywhere
- Creation of service insight coupled with service commoditisation

There are 4 key working principles of *service digitalisation*:

- Digitise for efficient and effective agile working
- Simplify and automate
- Ensure solutions are secure, stable and accessible from anywhere
- Greater collaboration through insight

The vision expects digital solutions to enhance net environmental sustainability. The vision relies on widespread adoption by individual stakeholders of *Digital Ways of Working*, which can be usefully arranged into the following five categories underpinned by ethics, safety and security:

- **Engagement** – encouraging people to take action by listening and replying to, sharing and shaping, their expressions and perceptions of facts, opinions and sentiments
- **Reach** – making the most of people's location and availability by accessing in context, from anywhere and at any time, the problems to be solved and the means to solve them
- **Insight** – informing people's choices by using data and knowledge to understand situations, needs and preferences and related strengths, weaknesses, opportunities and threats
- **Co-ordination** – making the most of all stakeholders' resources by sharing out appropriately the capturing, actioning and managing of requests, tasks, cases, projects, issues, risks, etc.
- **Automation** – freeing up people for what humans do best by letting intelligent technology do most of the rest, subject to appropriate human oversight and exceptions handling

The promise of digitalisation is that it will make it much easier for people to incorporate these ways of working into their everyday activities efficiently and effectively, thereby creating significant new opportunities to optimise services. In particular, it will help remove limits on shared understanding, stakeholder buy-in, delivery processes and resources, and physical access while allowing and encouraging collaborative and continual improvement approaches to become the service norm.

People are at the heart of our digital services vision. Each person having a stake in a service will have a slightly different perspective on service needs, benefits and delivery. Nevertheless, to help make the digital services vision more tangible, the perspectives of six illustrative stakeholder personas are described in Appendix A.

The digital services vision reflects an ambition for the City Police to achieve an appropriate level of digital maturity alongside the other stakeholders in its services. Gartner, working with their many governmental clients, have developed a digital maturity model for governmental organisations that provides a suitable landscape on which to map our ambition and is shown in Appendix B.

Our Approach to Service Digitalisation

Our approach to service digitalisation starts by reconsidering a service's purpose, culture and design in the context of better engagement, reach, insight, co-ordination and automation while simplifying as much as possible. The redesigned service is then implemented by integrating relevant functions from preferred common digital platforms and any necessary niche (legacy) systems while developing a culture that reflects desired practice. Key to this approach are these five *Digitalisation Methods*:

- **Collaborate**
  - Aspects: listening; sharing; co-design; co-production; partnerships; self-service
  - Benefits: making best use of all stakeholders' knowledge, capabilities and capacities
- **Commoditise**
  - Aspects: componentisation; standardisation; reliability; easy reuse; easy scaling
  - Benefits: manageable costs in the face of complexity and ever-changing demands
- **Connect**
  - Aspects: link people, things, data, processes; anytime, anywhere; service integration
  - Benefits: joined-up understanding and solutions; more efficient and effective service
- **Consumerise**
  - Aspects: convenient, enticing; intuitive, consistent; fast feedback; quick gratification
  - Benefits: more timely service use avoids greater costs later; less chasing and support
- **Continually Improve**
  - Aspects: regular value-for-money reviews; regular change windows; Agile methods
  - Benefits: creating enough value now; using learnings to create more value next time

Using Our Approach to Establish Digital Services

The Digital Services Strategy aims to provide the digital means required to address the service design and delivery needs arising from the Policing Plan. There are various layers and pillars of enablement that make this possible.

Digital approaches rely heavily on information, which is derived from data and knowledge. Malicious parties will take a malign interest in our valuable information. It can also be lost or impaired accidentally. Therefore, *Information Security* needs to underpin everything else in the digital world. The City Police's information security strategy is set out in a separate document.

Five key workstreams have been defined for delivery of the strategy – the main drivers, desired outcomes and key priorities for these workstreams are described in the numbered sections below.

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1. Digital Policing and the Enabling Infrastructure

The Policing Vision 2025 sets out how digital policing will:

- Make it easier for the police and public to communicate with each other
- Improve digital investigations and intelligence
- Transfer all information with the Criminal Justice System (CJS) digitally

Our Desired Outcomes:

The services and capabilities for Digitally Enabled Policing are being developed by two key national programmes:

- Digital Public Contact (DPC) - will provide a simple, well known and reliable digital contact service between the public and the police that ensures the public are informed and digitally enabled
- Digital Intelligence and Investigation (DII) - enabling policing to protect the public through preventing and detecting crime in a society that is becoming increasingly digital
- Digital First (DF) - integrating digitised policing into the reformed Criminal Justice System, delivering the best service to the public

All online services will be made safe and secure in line with National Cyber Security Centre (NCSC) standards

Key Priorities:

- Expand the use of the national policing self-service portal for all online services, positioning it as the primary gateway for all online services;
- Review and tighten up our criteria for permitting the creation of separate websites, with the aim of significantly decreasing the number of microsites and sub-domains;
- Digitally transform how we deliver other services, working in multidisciplinary agile delivery teams capable of redesigning services from end to end, ensuring that a user's needs are considered and met throughout the whole process, and that back-office systems and processes are integrated with front end delivery;
- Enhance our ability to identify crime via its digital tracks, including digital activity and artefacts that indicate the planning, execution and proceeds distribution of crimes;
- Review the technology underpinning our digital policing services, to ensure we have a resilient, supported and fit-for-purpose set of platforms that enable us to rapidly and sustainably build, maintain, and continuously improve digital services to better meet the needs of our users;
- Move remaining on-premises infrastructure to the Azure Cloud where this is possible
- Implement a new integrated and messaging Telephony platform
- Implement a replacement Wide Area Network
- Design and Implement a Storage Strategy

2. Safe and Secure City

The Initial Smart City Strategy set out a model for delivering a competitive future City of London using smart-enablement and innovation. This model was structured using the corporate vision and the three key themes of People, Place and Prosperity, with smart-enablement and innovation as the foundation for this structure, cutting across all future city activities as an enabler of change. The overarching aim of the 'Smarter City' work is to ensure the City's continued competitiveness as a thriving international financial and business centre.

The Smarter City approach has now evolved into the Secure City Programme.

Our Desired Outcomes:

- The Secure City Programme (SCP) is a joint programme between the City Corporation and the City of London Police that seeks to enhance the security of the Square Mile and provide benefits in terms of transport planning & monitoring.

Our Priorities

- the replacement of legacy & life-expired on-street analogue CCTV cameras with high definition 4K digital cameras.
- the installation of new CCTV cameras to cover priority 'blind spot' locations, including parts of the City's Thames Bridges, ensuring such additional coverage is proportionate and appropriate
- the implementation of appropriate back-office IT systems to accept and manage these new digital CCTV inputs, including video analytics to support both Police and the City of London Corporation requirements and a system for secure data storage
- the integration of existing stand-alone CCTV networks from other police forces and City of London Corporation locations into this system.
- the creation of additional CCTV camera coverage on the City's bridges and Thames riverside focused on vulnerable people
- integration of back-office IT system with a series of wider policing requirements to create a holistic Security Management System, incorporating incident management, resource deployment and computer aided dispatch
- the establishment of a new permanent home for the Joint Command & Control Room which will be the physical staffing space to host the monitoring and management of these systems
- the ingest of further CCTV systems from third party premises around the Square Mile

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3. Accommodation Strategy

The organisation will need to prepare for the move to new accommodation and headquarters in xx date in Salisbury Square. This will involve the design and set up of flexible infrastructure that enables intelligences and maximise options for the configuration of the office.

The Salisbury Square Development will deliver a new, purpose-built 18-courtroom legal facility called the City of London Law Courts and a cutting-edge police headquarters equipped to amongst other things combat fraud and economic crime across the UK. A commercial building will be built alongside the legal facility and City Police headquarters to contribute towards job creation.

Our Desired Outcomes:

- Maximise the benefits of the new building for efficient and modern ways of working including the use of sensors combined with the internet of things technology to deliver an intelligent building.
- Ensure security and segregation of the building and site from other occupiers
- Monitor and mange the sustainability of the building

Our Priorities

- Maximise the use of secure wireless across the location to ensure maximum flexibility in the layout and use including high density Wi-Fi if required;
- Deploy the latest building security systems and intelligent management of those systems using Artificial intelligence;
- Deploy sensors for intelligent building management for maintenance, energy saving and asset management;
- Deploy the most appropriate and future proofed audio visual technology across the building for hybrid meetings internally and externally;
- Minimise the amount of space required to house the technology infrastructure required to support the building and staff.

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4. Action Fraud, National Fraud Intelligence Bureau (NFIB) and Cyber Crime

In his recent report, by ex-Met Police Deputy Commissioner Sir Craig Mackey, found fraud now accounts for one-in-three crimes - but just 2% are detected and despite nearly 2,000 fraud offences being committed daily in England and Wales, just one in 50 is prosecuted.

In his report Sir Craig Mackay found that for the investigation of fraud to be effective at a national level, three distinct activities need to work well together. The 'first contact' services of Action Fraud set the tone for the victim experience and gather together lines of enquiry for investigators. The NFIB analyses and develop cases before referring them to forces for investigation. In turn, the capacity and expertise need to be available in police forces to investigate thoroughly and serve victims professionally. It is only when these interdependent stages of the process join up effectively that victims will have confidence in the system and fraudsters will be brought to justice.

With the volume of Fraud increasing and an inadequate IT system to investigate and triage the cases for further investigation by the National Fraud Intelligence Bureau (NFIB) a new Action Fraud and National Fraud Intelligence system needs to be procured and implemented in the next 2 years.

Our Desired Outcomes

Action Fraud and NFIB - As the designated as the UK's lead force for economic and cybercrime the force needs to improve access, reporting and monitoring by citizens of reported Cyber Fraud. The Force needs to replace the end-to-end system in the next few years for managing Action Fraud and more immediately improve the data analytics and heuristic models for filtering the cases that are managed through NFIB and distributed to local forces to investigate. We will review and enable the integration of the front end for cyber-crime reporting with the new Fraud, Cyber Crime, Reporting & Analysis System (FCCRAS).

Priorities

- Deepen our collaboration with regional forces and private sector with integrated information sharing
- Procure and implement a platform that provides:
    - faster better self-service reporting and monitoring
    - better integrated data analytics for crime resolution and Prevention.
    - Victim centric fraud platform
    - Deep integration and with automated interfaces for data flowing in an out of the platform
    - automation of processes for the efficiency and effectiveness of the service

See Appendix F for a Technology Overview of the future platform.

5. New Digital Norm for the Police

The new digital norm is enabled through new digital capabilities, which are 'the things that the organisation needs to do' in order to deliver our services to our stakeholders digitally, per their expectations.

This requires us to improve the data literacy and capability of staff. It also requires us to create a more collaborative policing culture across different organisations, with due consideration for security, safety, legality and ethics. There is an obvious need to train staff on digital tools such as the new collaboration tools we have provided and will enhance in coming months and years.

Many of the capabilities that we will need to focus on are detailed in the table below:

Capabilities	Skills
Data management and sharing	The storage of data in accredited data management systems, the force's data strategy and which comply with national data management and handling standards and processes – allowing interoperability between forces and partners.
Data acquisition	The ability to acquire data, maximising the potential provided by digital technologies in support of public safeguarding and crime prevention.
Data preparation	The ability to access, cleanse and manipulate vast amounts of data efficiently and effectively and make this available for decision making processes, analytics and intelligence development activities.
Data Analytics	The ability to provide insights from acquired data in the form of predictions, estimations and conclusions.
Process automation	The ability to automate predictable processes, as well as automated demand analysis and response to improve quality of decision-making, tasking and assessment.
Infrastructure and technical governance	Infrastructure which provides scalable storage and analytics capabilities whilst enabling interoperability between forces and partners. With a cloud first approach wherever possible.
Continuous improvement and innovation	The ability to continuously improve and innovate, promoting a culture of change / adaptation at the pace of the operational environment.
Service sustainment	An effective governance structure in place which leads the delivery of projects. Assuring compliance with standards and policy for in-flight and newly implemented projects. Undertaking benefits management to ensure projects are delivered to the required scope, time, quality and budget.

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6. Police Modernisation and Digital Services Delivery

Policing does not operate in a vacuum and cannot stand still in the increasingly digital world we work and live in. The challenges and opportunities that digital disruption present to policing are rapidly becoming defining issues for the service.

To protect people from harm in our rapidly changing world the Police service must continue to modernise. We will enable capabilities to address the digital challenge and deal with the complexity of modern criminality through the exploitation of new technologies and data. Modernisation of the Police service will require an on-going significant investment and changes in the City policing systems and supporting resources.

Outcomes	**Priorities**
Digital Skills and Capabilities – Investment in people, from leadership through to the front-line, to ensure they are equipped with the right capabilities (knowledge, skills and tools) to deal with increasingly complex crimes. Establish digital leadership and ways of working to allow our workforce to focus on critical and value-adding activities.	• Provide officers and staff with the digital tools they need. • Establish new digitally enabled, dynamic workforce models. • Maximise the benefits of the investment in Police IT Modernisation changing ways of working to maximise crime detection and efficiency • Develop a digitally literate workforce and leadership
Digital Relationship with the Private Sector – Enable the strengthening of relationships with the private sector to empower those organisations to appropriately share in public safety responsibilities.	• Define expectations through open dialogue with the private sector but also with input from citizens. • Build awareness of digital threat, harm and risk. • Build awareness of digital threat, harm and risk. • Support the private sector role in digitally enabled public safety sharing CCTV and information to detect and prevent crime
Digital Relationship with the Public Sector and Criminal Agencies – We will enable a philosophy of openness and deepen our collaboration with our public sector partners and criminal justice partners to jointly design and tackle complex public safety issues. This means sharing data insights and making use of digital tools to work more effectively across the public safety system, ensuring we do so in an ethical way to safeguard public trust.	• Deepen our collaboration with public sector agencies to unlock effectiveness. • Develop 'fluid' information and insight exchange between public sector agencies, within appropriate ethical and legal boundaries. • Support the creation of integrated digital public services for public safety

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APPENDICES

Appendix A – Personas

Estate Resident - making the most of living in Golden Lane

- The City Police's ***Enagagement*** with my community as a group and as individuals and sharing of crime ***Insight*** help us feel safer and keep crime down
- As a mother, I have concerns about my child's safety, which the City Police address well through ***Co-ordination*** of programmes with schools, youth groups and parents
- The City Police's **Reach** means I get timely contact - on-screen or in-person wherever I feel safe and comfortable - with the officers investigating crimes affecting me

Small Business Owner - building a local business in Eastcheap

- The City Police's ***Engagement*** and shared crime ***Insight*** bolsters anti-crime advice and builds a crime-prevention business community, thus reducing the impact of crime on my business
- Modern digital CCTV and other ***Reach*** technologies have improved the safety of the area, thus increasing local footfall, especially in the evening
- ***Co-ordination*** of police-enforced movement restrictions in response to terrorism and other threats/incidents means that disruption to my business is kept to a minimum

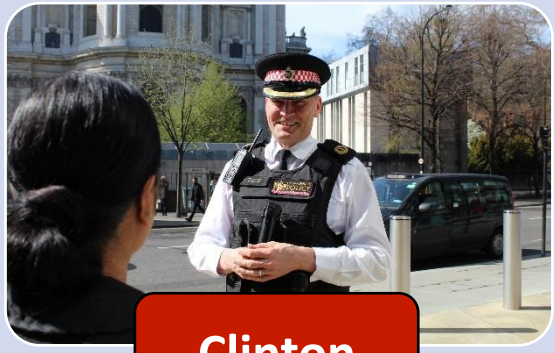
City Worker - commuting into Broadgate each weekday

- I feel safe staying late in the City for work or socialising, which I do often, thanks to the City Police using their ***Co-ordination*** and ***Reach*** to maintain an effective presence on the street and to respond rapidly to emergenices
- The City Police's ***Engagement*** with me keeps me informed of and involved in evolving ways to disrupt fraud and terrorism
- ***Automation*** of telephone and online contact handling means I can easily report suspicions, while shared ***Insight*** shows me it's making a difference

Jo & Amir

Police Frontline Officers - finding a good station-street balance

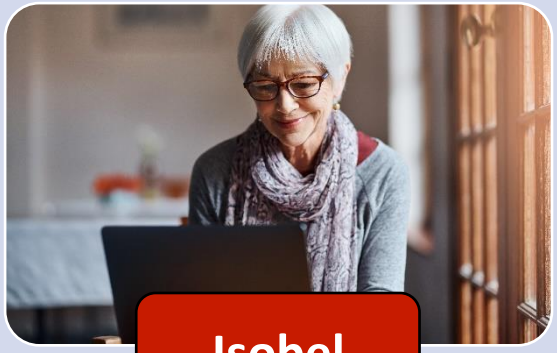
- The ***Reach*** of the latest mobile and radio technology keeps us in constant contact with base and colleagues for instructions and support while patrolling
- ***Engagement*** tools let us build a more in-depth community connection that augments our patrolling
- ***Co-ordination*** and ***Insight*** tools help us to do our bit for investigations as part of a distributed team, and to pack more into each patrol day
- ***Automation*** frees us from routine tasks to spend more time on patrol



Clinton

Police Senior Officer - getting the right results from everyone

- Our mutual ***Reach*** allows me to support my officers more efficiently and effectively in their investigations
- Thanks to criminal intelligence ***Insight***, I can identify and disrupt crime threats, e.g. fraud and terrorism, more quickly, efficiently and effectively
- ***Co-ordination*** tools allow me to get more done working with partners, e.g. police and social services better collaborating on support for vulnerable people
- As a leader, ***Engagement*** tools help me listen to, inspire and support people in creating and embracing change



Isobel

Corporation Member - shaping and sharing the big picture

- ***Engagament*** tools help me to grasp my constituents' concerns better and to let them know what I am doing for them
- The ***Insight*** I get on City Police effectiveness, efficiency and spending helps me challenge and support intitiatives better
- My ***Reach*** via videoconferencing and documents shared online allows me to participate effectively in committee meetings from wherever I am
- ***Co-ordination*** with others on reports, cases, etc. before and after meetings makes the most of my time in meetings

Appendix B – Digital Services Maturity Model

	E-Government 1 Initial	Open 2 Developing	Data-Centric 3 Defined	Fully Digital 4 Managed	Smart 5 Optimizing
Value Focus	Compliance	Transparency	Constituent Value	Insight-Driven Transformation	Sustainability
Service Model	Reactive	Intermediated	Proactive	Embedded	Predictive
Platform	IT-Centric	Customer-Centric	Data-Centric	Thing-Centric	Ecosystem-Centric
Ecosystem	Government-Centric	Service Co-creation	Aware	Engaged	Evolving
Leadership	Technology	Data	Business	Information	Innovation
Technology Focus	Service Oriented Architecture	System Integration Management	Open Any Data	Modularity	Intelligence
Key Metrics	Percentage of Services Online	Number of Open Datasets	Percentage Improvement in Outcomes, KPIs	Percentage of New and Retired Services	Number of New Service Delivery Models

The Digital Services Strategy implementation programme will include work to determine the current level of digital maturity of each City Police department and service, and work to agree a target level to be attained via the programme. However, a more immediate and less scientific assessment of the City Police overall suggests that we are somewhere between maturity levels 1 and 2, which is true of most governmental organisations according to Gartner. Evidence for our current overall maturity level includes some of our existing services moving online with varying but mostly limited degrees of optimisation, and some services making more use of the data they collect but making little use of data from other services. The Digital Services Strategy, through its proposed changes to capabilities and cultures, aspires to move the City Police to or near level 4 by the end of 2023, which will be evidenced by new services being established to address unmet customer needs cost-effectively and some old services in their traditional form being retired due to their proven lack of value-for-money.

Appendix C – Digital Services Roadmap

The following tables set out the projects that are currently recognised as furthering realisation of the Digital Services Strategy due to their positive impact on one or more of the digital ways of working categories: **E**ngagement, **R**each, **I**nsight, **C**o-ordination and **A**utomation- updated every 6 months

Table 1: Approved Projects – yet to be completed								
Workstream	**Project Title & Description**	**Digital Ways of Working Impacted**					**Timeframe**	**Notes**
		E	**R**	**I**	**C**	**A**		
Police Modernisation and Digital Services Delivery	Modern Device Administration		X				2021	More flexible, easier management and self-service
Police Modernisation and Digital Services Delivery	Modernise Telephony		X				2021	Also addresses current system's end of life
Police Modernisation and Digital Services Delivery	Zero Trust Computing		X		X		2021	Allow more flexibility by trusting all devices and locations the same, i.e., not at all until they prove themselves
Police Modernisation and Digital Services Delivery	Software Defined Networking		X		X		2021-22	Allows more flexibility and resilience in use of City Corporation sites
Police Modernisation and Digital Services Delivery	Airwave Device Replacement and Coverage		X				2021	Addressing current devices' end of life and introducing more modern functionality
Police Modernisation and Digital Services Delivery	Emergency Services Network		X				2021	Compliance with and leverage of nationally mandated upgrade
Police Modernisation and Digital Services Delivery	Command & Control Programme (MPS)				X		2021	

Table 1: Approved Projects – yet to be completed								
Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Digital Policing	Digital case file			X	X		2021	
Digital Policing	HO Biometrics			X			2021	
New Digital Norm for Policing	Law Enforcement Data Service			X			2021	
New Digital Norm for Policing	Sensitive data storage			X			2021	
Digital Policing	Digital Asset Management (DAMS) / Digital Evidence Management (DEMS)		X	X		X	2021/22	Enables holistic view of digital assets captured by multiple source solutions
New Digital Norm for Policing	Introduction and usage of Power BI	X	X	X			2021	Enables powerful single solution for data analysis and reporting.
Digital Policing	e-discovery		X	X		X	2021	Enables more flexibility and capacity to identify evidence and case progression
Police Modernisation and Digital Services Delivery	HMCTS Common Platform					X	2021	Nationally Mandated Project. Provides common secure communication and case progression solution between HMCTS and law enforcement agencies and practitioners.
Police Modernisation and Digital Services Delivery	HR Mobile Service	X	X				2021	Enables access to force HR Solution from mobile devices – improving accessibility especially for Uniform Officers
Police Modernisation and Digital Services Delivery	NCA – Suspicious Activity reports	X		X	X		2021	Nationally Mandated Project. Provides improved communication and reporting between NCA and enabled stakeholders.
Digital Policing	Social Media			X		X	2021 / 22	Enables and automates review and analysis of social media sites, raising issues of concern

Table 1: Approved Projects – yet to be completed

Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Police Modernisation and Digital Services Delivery	Tasking and Coordination Management		X	X	X	X	2021	Enables automation of tasking and coordination functionality across the force.

Table 2: Proposed Projects – yet to be approved

Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
New Digital Norm for the Police	Law Enforcement Community Network (LECN)						2021	Nationally mandated project.
Safe and Secure City	Airwave Coverage at the Barbican Centre		X		X		2021	
New Digital Norm for the Police	Migration of on-premise solutions to Azure		X			X	2021	
New Digital Norm for the Police	Audio-Visual Capability for force estate	X	X				2021	
Police Modernisation and Digital Services Delivery	Road Traffic Offence Management	X	X	X	X	X	2021	

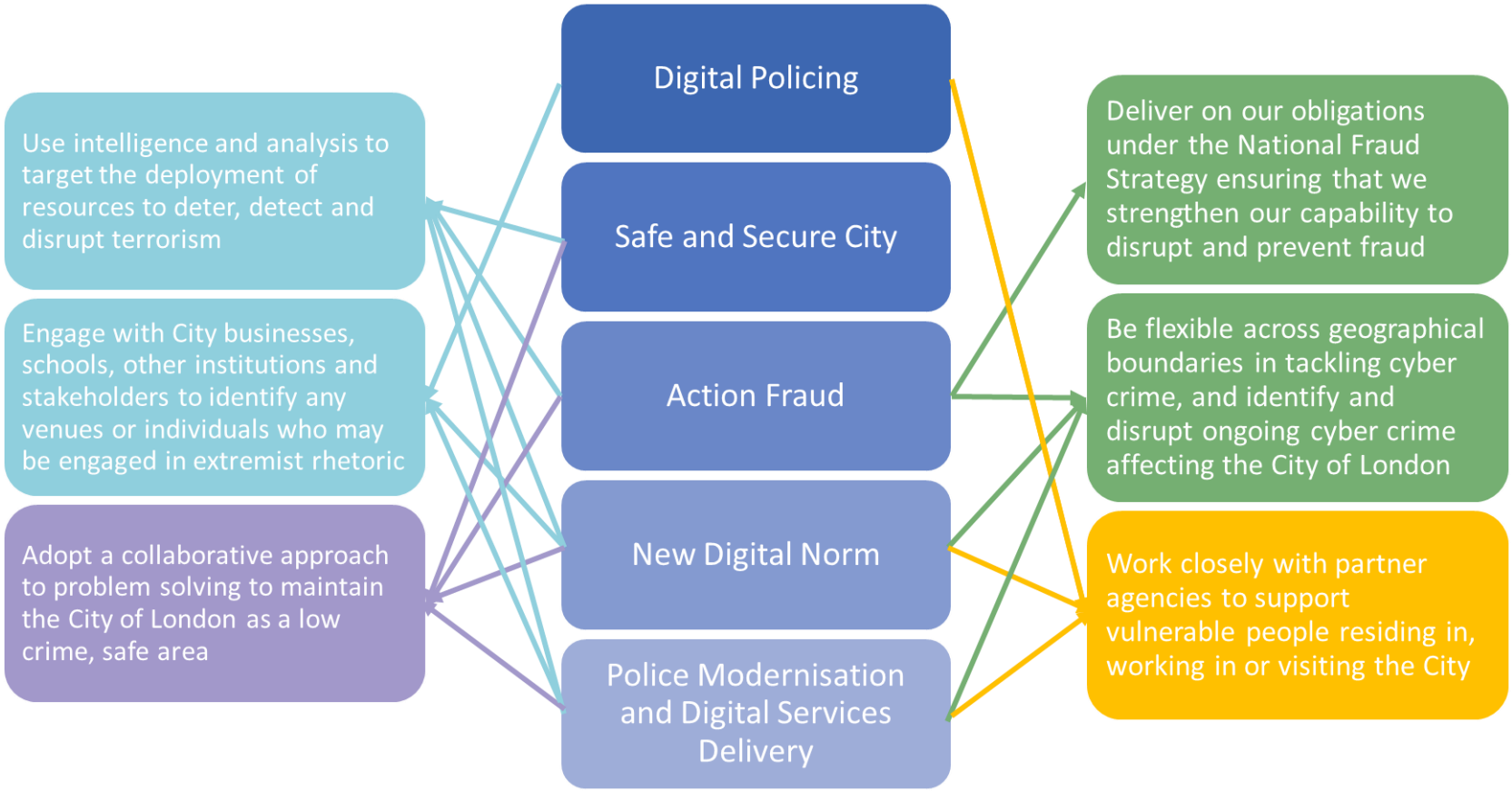
Table 3: Enabling Projects – yet to be proposed

Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Digital Policing	Agile Methods Implementation	X			X		2021-22	Help stakeholders to start using Agile methods
Police Modernisation and Digital	Common Resource Booking via MS Booking		X		X		2021	Common interface, can be integrated into apps and automated

Table 3: Enabling Projects – yet to be proposed								
Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Services Delivery								
Digital Policing	Digitising Paper Files Via Scanning		X		X		2021-22	Online access to previously paper documents
Digital Policing	Replacing Simple Niche Apps with MS Power Flow		X	X	X	X	2022-23	Initially targeting simple list management and workflow apps

Appendix D – Digital Services Strategy Links to Policing Plan Outcomes

The diagram below indicates which Digital Services Strategy 2021-23 workstreams are the most direct supporters for which outcomes sought by the Policing Plan for 2020-23. Sometimes the support is in the form of enablement via services, sometimes it is in the form of inspiration via example.



Appendix E – Digital Service Principles

In designing, implementing, operating and improving our services digitally, we apply our Digital Service Principles, which are derived from the UK Government Digital Service Standard, embody the UK Local Digital Declaration and reflect the international Principles for Digital Development. Our six Digital Service Principles are as follows:

A good digital service should…

1. Promote stakeholder empowerment and collaboration
2. Be accessible, intuitive and engaging to use for all stakeholders
3. Be secure and reliably available to stakeholders anytime, anywhere
4. Reuse existing information where appropriate, revalidating as needed
5. Pursue continual improvement, capturing performance data accordingly
6. Seek feedback from stakeholders on all aspects, including outcomes

Definitions

- Stakeholders (some key examples)
  - Service users
  - Service managers
  - Service team
  - Service funders
  - Service partners
  - Service regulators
- Anytime, Anywhere
  - Request service anytime, anywhere
  - Deliver service at right time, right place
- Performance Data (some examples of analysis)
  - Users/requestors vs target demographic
  - Requests started vs abandoned
  - Delivery speed vs quality
  - Processing exceptions handled vs errors
  - Expected cost vs actual cost

In applying these principles to a service, we ask ourselves at least the following questions:

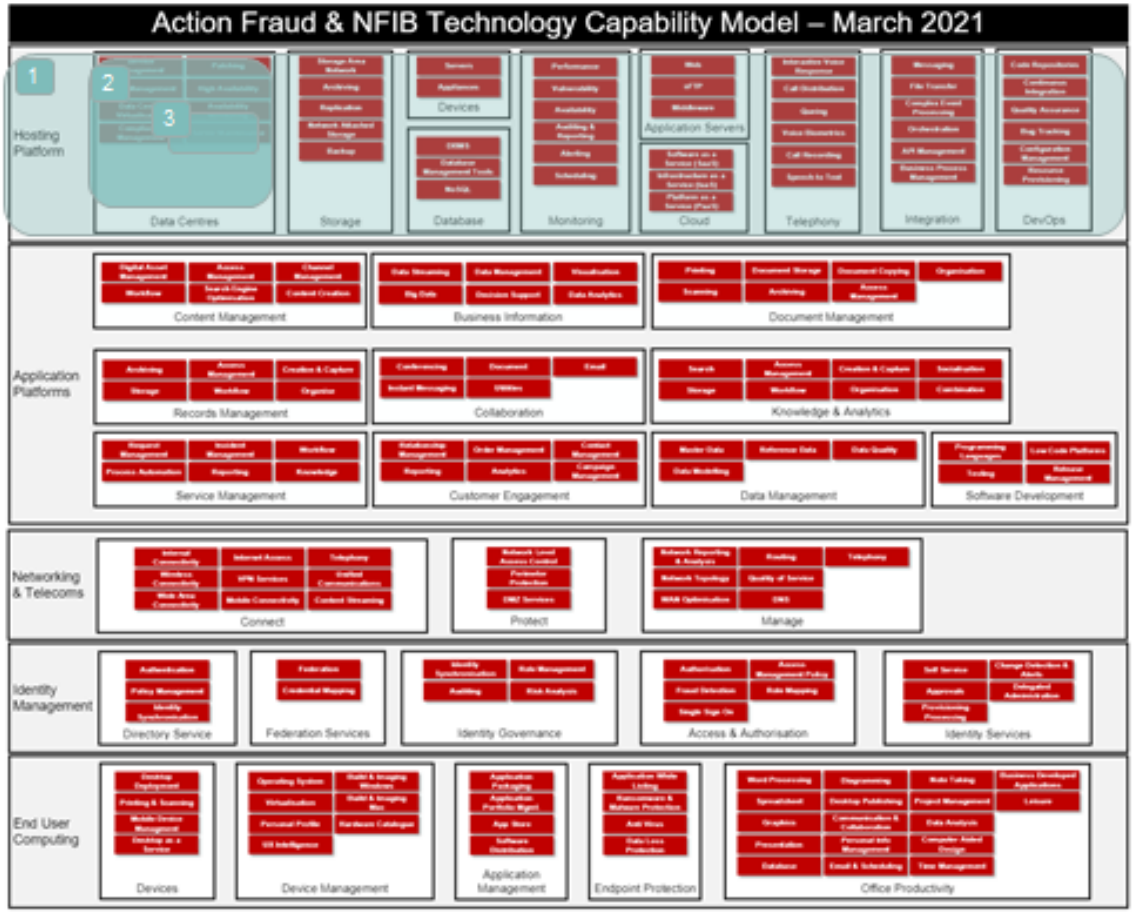
- Who are the service stakeholders and what are their circumstances, needs and preferences?
- What should stakeholder roles be and what empowerment and collaboration do they need to be effective?
- What would a typical stakeholder find accessible, intuitive and engaging, not to mention convenient; what about non-typical stakeholders?
- What level of security is appropriate given the information being handled, the vulnerability of the stakeholders and the value/impact of the decisions or actions being taken?
- To what extent are stakeholders allowed to reuse and repurpose existing information, and what are the risks from not revalidating that information at each use?
- What are the key performance indicators for the service and how will they be understood by stakeholders?
- How do stakeholders manage the unhelpful ‘noise’ generated alongside useful feedback?
- In general, what are the risks of the proposed new service design and how will they be managed, including any mitigations?

The techniques we use to apply these principles include:

- Service user journey mapping and user stories
- User experience design
- Alpha testing, beta testing
- Business intelligence dashboards
- Master data management

Appendix F – Action Fraud: Capability Levels View of the Technology

FCCRAS – FCCRAS Technology Overview
Capability Levels



Levels;

Levels	Capabilities
1	• Technology **Area** grouping of capabilities
2	• Technology **Components**
3	• Technology **Capabilities**

- Amount of effort required to manage a descriptive dialogue is recognized by the program
- Components & Capabilities within Lots have been identified and the negotiation boundaries are being defined.

7

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Committee(s): Resource Risk and Estates Committee Police Authority Board	**Dated:** 6th September 2021 23rd September 2021
Subject: Q1 Revenue and Capital Budget Monitoring 2021-22	**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 54-21	**For Information**
Report author: Cecilie Booth, Chief Operating and Finance Officer	

Summary

This report outlines the financial position for the first quarter of the 2021/22 financial year. The Q1 forecast projects a year end overspend of £2.2m, primarily due to increased expenditure relating to IT and running costs of the Police Estate. In both of these areas of business, the City of London Police (CoLP) Force is reliant on professional advice and guidance from departments within the City of London Corporation, via our shared service agreements, therefore they are somewhat outside of CoLPs control. Given the negative outcome of the budget in these areas, resulting in unexpected pressures, the Force will work with those Departments to aim to strengthen the budget setting, monitoring and mitigation of overspend risk in future years. Steps are being taken to mitigate this projected overspend, in consultation with the City of London Corporation.

The Chief Officer Cash Limited Budget as at 1st April is £153m, which includes the 67 locally agreed growth posts, Year 1 (44) and Year 2 (41) National Uplift posts, adjusted for a £2.3m reduction in Business Rates Premium (BRP).

The Police Authority Board has approved an extension to the current Action Fraud contract with the current supplier to cover the time period from the end of the previous contract to the commencement of the Next Generation Fraud and Cyber Crime Reporting & Analysis Service(FCCRAS). This will increase the costs of the contract for this year by £3.9m, which will be funded by settlement payment from the supplier of £1m and £2.9m from the Action Fraud Reserve from 2020/21 underspend.

A challenging savings plan is in place. £5.6m savings are fully built into the budget, with £3.0m in pay and £2.6m in non-pay. The budget and the savings plans are closely monitored throughout the year with regular meetings between the Force and Police

Authority finance staff, monthly meetings with the Commissioner, CoLP Chief Operating and Chief Finance Officer (COFO) and Police Authority staff and quarterly reports to Resources, Risk and Estates (Police) Committee and Police Authority Board. The Savings Tracker is further subject to monthly monitoring meetings and updated Action Plan. The savings are expected to be achieved in full this financial year, however, the projected overspend of £2.2m is subject to negotiation with the City of London Corporation.

Recommendation

Members are asked to note the report.

Main Report

1 Chief Officer Cash Limit Budget

1.1 Funding and income for the 2021/22 year totals £153m as shown in Table 1 below, which includes the 67 locally agreed growth posts, Year 1 (44) and Year 2 (41) National Uplift posts, adjusted for a £2.3m reduction in BRP funding.

Table 1

	£'000	%
Core grant	70,174	45.08%
Business Rates Premium	16,896	10.85%
Specific Government Grants	49,767	31.97%
Partnership Funding	13,807	8.87%
Fees and charges	4,340	2.79%
Corporation - Contact Centre	680	0.44%
Capital financing	(2,630)	
Total Funding and Income	**153,034**	

1.2 The latest forecast position is summarised below

Table 2

	21/22 Latest Budget £m	Budget YTD £m	Actual (Q1 YTD) £m	Variance YTD £m	Projected Outturn £m	Proj Variance £m
Pay						
Officers	60.5	15.1	14.9	(0.3)	60.5	0.0
Staff	26.6	6.7	6.7	0.0	26.6	(0.0)
Overtime	2.2	0.5	0.3	(0.3)	2.2	0.0

	21/22 Latest Budget	Budget YTD	Actual (Q1 YTD)	Variance YTD	Projected Outturn	Proj Variance
Agency	1.1	0.3	0.4	0.1	1.0	(0.1)
Indirect employee costs	2.2	0.5	0.2	(0.3)	2.2	0.0
Pensions Contrib.	23.0	5.8	0.0	(5.8)	23.0	0.0
Total Pay	**115.5**	**28.9**	**22.4**	**(6.5)**	**115.5**	**(0.0)**
Non-Pay						
Premise Costs	2.5	0.6	2.8	2.2	3.5	1.0
Transport Costs	2.2	0.5	0.5	(0.1)	2.2	0.0
Supplies and Services	21.2	5.3	3.3	(2.0)	21.6	0.4
Third Party Payment	11.6	2.9	0.7	(2.2)	12.9	1.2
Non-Pay	**37.5**	**9.4**	**7.3**	**(2.1)**	**40.2**	**2.7**
Total Expenditure	**153.0**	**38.3**	**29.7**	**(8.6)**	**155.6**	**2.6**
Income						
Specific Grant	(49.8)	(12.4)	(3.3)	9.1	(50.1)	(0.4)
Partnership	(13.8)	(3.5)	(0.5)	3.0	(14.1)	(0.3)
Fees & Charges	(4.3)	(1.1)	(0.4)	0.6	(4.1)	0.3
Total Income	**(67.9)**	**(17.0)**	**(4.2)**	**12.8**	**(68.3)**	**(0.4)**
Funding	**(85.1)**	**(21.3)**	**(21.3)**	**0.0**	**(85.1)**	**0.0**
Underlying Deficit	**0.0**	**0.0**	**4.2**	**4.2**	**2.2**	**2.2**

1.3 Table 2 indicates a projected overspend of £2.2m, which is due to an overspend in IT and an increase in accommodation costs following the relocation from Snow Hill and Wood Street to New Street. The projected overspend is subject to ongoing discussions with the City of London Corporation.

1.4 **Pay budget / workforce management**

1.5 The pay budget constitutes 75% of the expenditure budget. The current establishment, including 67 locally agreed growth posts, 44 Year 1 National Uplift and 41 Year 2 National Uplift, is 1,398 FTE, comprising 892 Officers and

506 staff. The actual workforce paid in June 2021 was 1,336 FTE comprising 850 Officers and 486 Staff.

1.6 The NPCC Cyber Portfolio (6.88 FTE) and 32 FTE Police Uplift Serious Organised Crime (SOC) posts are not included in the above establishment.

1.7 The establishment budget has been adjusted for the £2.3m reduction in BRP, assuming uplift funding is replacing this gap.

1.8 Table 3 below sets out the actual position by month up to the end of Q1, and a forward projection by month for the rest of the financial year. It should be noted that this is only a forecast; it is particularly difficult to predict exactly when posts will be filled due to the timing and success of recruitment campaigns, probationer intake, and the vetting process. It is also difficult to predict timing of leavers, so the confidence level in the forward projections is low.

1.9 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 3 – Actual workforce numbers for Q1 and forward projections

	Month	Staff FTE	Officers FTE
Actual	April	491	861
	May	488	861
	June	486	850
Forecast	July	484	850
	August	482	845
	September	482	854
	October	482	852
	November	482	850
	December	482	849
	January	483	848
	February	482	847
	March	482	861

1.10 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. The CoLP allocation for 2020/21 was 44 and 41 in 2021/22. The un-ringfenced element of the 2021/22 allocation will be utilised to fund the reduction in BRP.

1.11 The Overtime budget is forecasted to budget and Agency budget is forecast to near budget. The use of agency staff is lower than the previous year due to a fully funded pay budget. In previous years we have been holding a high number

of vacancies to meet required in-year savings, which resulted in higher overtime and agency costs.

1.12 Additional overtime pressures are anticipated in respect of a number of planned demonstrations during late summer and autumn 2021. The initial financial impact will be covered in the Q2 report.

1.13 **Non-Pay**

Non-Pay comprises 25% of the expenditure budget, and a year-end overspend of £2.7m is forecast at the end of Q1. The key reasons for this are:

- Premises - this includes rates and running cost for Bishopsgate, New Street, Guildhall Yard East (GYE) and Middlesex Street; utilities, cleaning cost and hire of premises. At the end of Q1, the forecast shows a projected year-end overspend of £1.1m as the new estate is significantly more expensive than previously. A rating appeal has been submitted to the Valuation Office to reclassify New Street, with potential savings of £0.5m yet to be confirmed. In addition, due to a delay in closure of Wood Street police station, £0.124m additional expenditure was incurred. Discussions are taking place with the City of London Corporation to mitigate this.

- Supplies and Services - This includes large fees relating to Action Fraud, National Fraud Intelligence Bureau (NFIB), National Cyber Security Programme (NCSP) and Economic Crime Capability, as well as various day to day operational costs. This shows an overspend at end of Q1 of £0.6m. This includes increased spend on Clothing Stores, Legal cost and purchase of obsolete equipment and renewals of license in Information & Intelligence. Work is in progress to reduce expenditure in line with the budget by the end of the financial year.

- Third Party Payments & Recharges - this relates to fees and contributions to partners and other bodies, including the IT recharge of £6.7m to City of London Corporation. This shows an overspend of £1.0m at end of Q1. We are working with the City of London Corporation Director of IT to reduce expenditure, including termination of contracts for systems no longer affordable, reduced number of license and deletion of obsolete lines.

- The position is partly off-set by an overall increase in grants and funding, as shown in Section 4 of this report.

2 Savings Target

2.1 Savings of £5.6m are fully factored into the 2020/21 budget, comprising £3.0m pay and £2.6m non-pay. A savings tracker is in place, which is closely monitored through internal governance, and reported to Police Authority Board quarterly.

Pay savings will be found through workforce and vacancy management in core funded posts.

2.2 Current projections indicate that we are on course to deliver the required mitigations, a summary is shown in Table 4 below.

Table 4

Savings Tracker	Target £'000	YTD Actuals £'000	Forecast £'000	Variance £'000	Risk
Deletion of 37 Police Officer posts	2,300	0	2,300	0	A
Average salary reduction through recruitment policy	400	0	400	0	A
Agency	300	75	300	0	G
Total pay	**3,000**	**75**	**3,000**	**0**	
Savings through National Policing Programmes - NEP	1,300	0	1,300	0	R
Supplies and services	100	25	100	0	G
Digitisation of external services	100	2	100	0	A
Support services review	500	0	500	0	R
Commercial activity & Income generation	400	39	400	0	G
Asset Recovery	200	145	200	0	G
Total non-pay	**2,600**	**211**	**2,600**	**0**	
Total	**5,600**	**286**	**5,600**	**0**	

2.3 The main risk in the savings tracker related to National Enabling Programme (NEP), where national roll-out has not generated the anticipated cashable savings. The £1.3m savings identified by consultants some years ago will unfortunately not materialise. To mitigate this, a number of posts have been held vacant while the Transform Programme is implemented, with a view to remodelling the existing workforce. However, some IT related savings will be found, and work is progressing with the IT service to deliver these savings.

2.4 Due to international travel restrictions it has been difficult to deliver overseas training in accordance with the Corporate Plan, however, there is a healthy pipeline of work for Q2 – Q4 in the region of £0.7m.

2.6 Some of the commercial projects have been delayed due to COVID19. The government's income recovery scheme partly offset shortfalls in 2020/21, and the scheme may be extended into 2021/22. At the end of Q1 it is assumed no income recover off-set will be received, so the position may improve.

2.7 Online sale of CoLP memorabilia was launched in September 2020 in partnership with the New Scotland Yard online shop and the City of London Corporation's online shop and other outlets. Progress has been slow so far due to limited availability from suppliers.

2.8 We continue to apply the full cost recovery model for funded units (where contracts allow negotiations), all additional funding will be realised at the end of the financial year.

2.9 The items rated green indicate confirmed savings, amber items indicate a high level of confidence of achieving the savings by the end of the year and red items indicate a high level of uncertainty where it is likely that alternative savings will have to be found.

2.10 All shortfalls in the savings plan will be off-set by vacancy management initially, with a view to deleting posts following an in-depth review of support services.

2.10 The aggregation or RAG rated risks are:

- Red 32%
- Amber 50%
- Green 18%

3. Summary of police activity in Q1 – backdrop for directorate breakdown

3.1 A total of 1,659 crimes were recorded in Q1 of 2021/22. This represented a -46% decrease from the same period in 2019/20; which the Force now uses as a baseline following the release of the Home Office's National Crime and Policing Priorities.

3.2 As restrictions ease, the Force is encountering month on month increases in all areas of crime; levels in July reached the five-year average which had not seen since March 2020. Similar increases were reported across the Police Service nationally.

3.3 At present, the three highest volume areas of crime are Drug Possession, Shoplifting and Other Theft Offences; with lowest volumes relating to Arson, Rape and Business Robbery.

3.4 CoLP outcomes demonstrate a 30% positive outcome rate with most outcomes relating to shoplifting or drugs possession; in line with the high volume crime categories. The latest outcome data nationally is 12% to the end of June 2021; which the Force is significantly outperforming.

3.5 Stop and Searches conducted total 715 searches, 235 items recovered and 176 arrests carried out in April to June; achieving a 37% positive outcome rate."

4. Directorate Revenue Position

4.1 Table 4 below sets out the Directorate position. This includes the £5.6m budget mitigations identified in the Savings Tracker.

Table 4

Directorates	20/21 Latest Budget £'000	Budget YTD £'000	Actual (Q2 YTD) £'000	Variance YTD £'000	Projected Outturn £'000	Projected Variance £'000
BSD	27,267	6,817	5,777	(1,040)	30,530	3,263
Crime	11,599	2,900	3,206	306	11,297	(302)
ECD	9,934	2,484	7,556	5,072	9,267	(667)
I&I	14,901	3,725	3,567	(158)	15,399	498
UPD	21,419	5,355	5,401	46	20,872	(547)
Total	**85,120**	**21,280**	**25,506**	**4,226**	**87,365**	**2,245**

4.2 Business Support Directorate (BSD)– **overspend of £3.3m**

The BSD directorate budget holds the unallocated overheads, unallocated national uplift and the unallocated overtime and agency budget for the whole Force. Current pressures include a projected accommodation overspend(£1.0m) due to Business Rates (NNDR) at New Street and the delayed closure of Wood Street (vacated 7th June 2021). The NNDR for New Street is under review and could be reduced if the building is re-classified as a Police Station for business rates. There is also a projected £1.0m forecast overspend in IT, partly reflecting a delay in achieving an £800k budget saving for 21/22. There are pressures in the Corporate Plan team due to the delay in delivering International Training.

The projected overspend in BSD is partly off-set by underspends in directorates and will even out across all budget heads at the end of the financial year, as all unallocated items are allocated to services.

The Directorate is currently holding 26 FTE above establishment, mainly due to address additional resources required for Transform, the Corporate Plan Team and Professional Standards Directorate (PSD).

4.4 Crime Directorate – **underspend £0.3m**

The majority of underspend in Crime is due to vacancies held. This is off-set against unfunded roles within Forensics and CID due to structural changes partly implemented for Transform. It is anticipated this underspend will increase in Q3 due to a force wide reduction in recruitment to generate savings. Cyber Griffin is funded from the Proceeds of Crime Act (POCA) reserve in 2021/22, with a view to establish future sustainable funding.

The Directorate is holding 5 FTE vacancies

4.5 Economic Crime Directorate – **underspend of £0.7m**

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

The Directorate is holding 41 FTE vacancies

4.6 Information and Intelligence (I&I) Directorate – **overspend of £0.5m**

Unfunded staffing costs in the Niche/Pronto (the Forces crime and incident recording system) team and within the Command Hub teams have off-set any savings from holding vacancies and created increased budget pressures in the reporting period**.** These posts are part of Transform and will be reassigned to the appropriate establishment in due course. The replacement of obsolete equipment and the renewal of licences has also resulted in a budget pressure.

There is a direct correlation between the I&I and UPD financial position (shown below) which is linked to the Transform programme.

The Directorate is holding 20 FTE vacancies

4.7 Uniformed Policing Directorate - **underspend of £0.6m**

The underspend in UPD is mainly due to vacancies which are expected to be filled later in the financial year. The equipment budget is forecast to be underspent by £0.5m.

The Directorate is holding 22 FTE vacancies

4.8 In March 2021, the Action Fraud contract with the supplier was extended to cover the period until the Next Generation Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) becomes operational. The extension to the contract will entail a refresh of the system and its security (described in the Capital section below) and an increase in the annual contract cost. This will be £3.9m in 2021/22 and is funded from £1m of the cash settlement agreed with the supplier, with the balance from the Action Fraud reserve.

5 Income

5.1 Table 6 below sets out grant and income funding totalling £62.67m. Current projections indicate a high level of confidence in receipt from all funders in the current financial year

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

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

Table 6

Name of Grant	Funding Provider	2021/22 Budget £'m	Actuals YTD £'m	Projected Outturn £'m	Projected Variance £'m	Responsible Lead
Police Pensions Grant	Home Office	(23.00)	(1.59)	(23.00)	0.00	LT
Action Fraud Managed Service	Home Office	(6.75)	0.00	(6.75)	0.00	JV
Counter Terrorism Policy Grant	Home Office	(6.59)	(1.65)	(7.00)	(0.40)	GF
Insurance Fraud Enforcement Team	Association of British Insurers	(4.31)	(0.02)	(3.94)	0.37	TH
National Cyber Security Programme	Home Office	(3.89)	0.00	(3.89)	0.00	JVP
Name of Grant	**Funding Provider**	**2021/22 Budget £'m**	**Actuals YTD £'m**	**Projected Outturn £'m**	**Projected Variance £'m**	**Responsible Lead**
Action Fraud National Fraud Intelligence Bureau	Home Office	(3.83)	0.00	(3.83)	0.00	SA
National Lead Force	Home Office	(3.32)	0.00	(3.04)	0.28	PS
Dedicated Card & Payment Crime Unit (DCPCU)	UK Payments Administration Ltd	(2.69)	(0.39)	(2.67)	0.02	GR
Economic Crime Capability Development	Home Office	(2.60)	0.00	(2.60)	0.00	AN
International Property Crime Investigation Unit (PIPCU)	Intellectual Property Office	(2.05)	0.00	(1.92)	0.13	NC
Police Transport Grant	Transport for London	(1.92)	0.00	(1.98)	(0.06)	KT
Other - International Training and Development Team	Home Office	(0.55)	(0.03)	(0.51)	0.04	TR

Lloyds Sponsorship	Lloyds Bank	(0.41)	(0.30)	(0.52)	(0.11)	AB
Late Night Levy	Corporation	(0.30)	0.00	(0.29)	0.01	JP
London Safety Camera Partnership	Transport for London	(0.27)	0.00	(0.26)	0.02	AM
Tower Bridge	Corporation	(0.09)	0.00	(0.09)	0.00	AM
Interpol Secondment	Interpol	(0.09)	0.00	(0.05)	0.05	NC
Volunteer Police Cadets	Cadet Contributions	(0.01)	0.00	(0.01)	0.00	NS
Common Police Services Contributions	College of Policing and HMICFRS	0.00	0.00	(0.15)	(0.15)	AB
Counter Terrorism & VS Grant	Home Office	0.00	0.08	0.00	0.00	GF
Fraud Northern Hub	Intellectual Property Office	0.00	0.00	(0.25)	(0.25)	PS
Mutual Aid	Essex Police	0.00	0.00	(0.01)	(0.01)	MD
Overseas Anti-Corruption Unit	Department for International Development	0.00	(0.00)	(0.03)	(0.03)	KT
Name of Grant	**Funding Provider**	**2021/22 Budget £'m**	**Actuals YTD £'m**	**Projected Outturn £'m**	**Projected Variance £'m**	**Responsible Lead**
Prevent Grant	Home Office	0.00	(0.04)	(0.14)	(0.14)	JP
PTF & NCSP Funding Grant	Miscellaneous income	0.00	0.22	(0.23)	(0.23)	DP
Secondments	Cambridgeshire Constabulary	0.00	(0.00)	(0.07)	(0.07)	MW
Secondments	Metropolitan Police	0.00	0.02	(0.05)	(0.05)	MW
Total		**(62.67)**	**(3.69)**	**(63.26)**	**(0.58)**	

5.4 Although funding streams are confirmed for the 2021/22 financial year there is a significant risk to funding from the Police Transport Grant from Transport for London (£2m). Negotiations are currently in progress.

5.5 We have been notified by the Bank of England that the current contract will be terminated at the end of 2021/22 (£1.1m). This is due to a significant reduction in cash in the economy and the introduction of polymer banknotes. (The contract is not included in the above table, it is held within Fees and Charges).

5.6 There will be a reduction in Home Office funding for 19 CT officers from 23/24 (£1.5m).

5.7 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.Overtime

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

6.1 Gross expenditure to the end of Q1 is £0.7m, offset by a 20/21 accrual of £0.4m, resulting in net expenditure of £0.3m. There has been a significant reduction in overtime demand during COVID, however, crime levels have increased in the City as workers and visitors return, including serious crime incidents requiring significant investigative resource and time. There are a number of planned protests in the City during the late summer and autumn, and at this stage it is assumed that the overtime budget will be fully utilised. However, some costs may be recoverable from Home Office grant.

6.2 The main reasons for claiming overtime are:

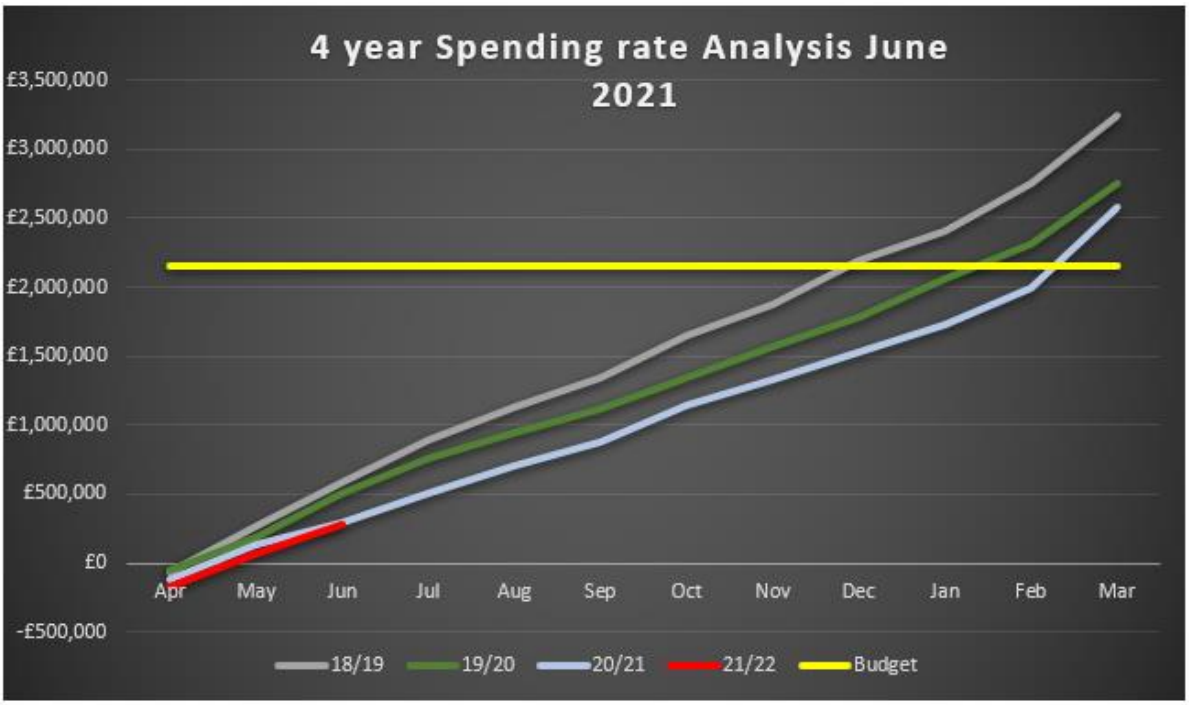
- Covering for vacant posts (backfilling / Business as Usual)
- Bank Holiday Working
- Op Honeysuckle[1]
- Bank of England armed escorts (funded by the Bank)
- ECD Fraud Team
- Op Benbow[2]
- Prisoner handling and investigations

6.3 The largest spending Directorate is UPD, with 45% (£0.3m) of overall overtime. The main reasons are business as usual, backfilling and Op Benbow which accounts for 35%. It is expected that the need for backfilling and BAU will increase as more vacancies are held, however, it is difficult to predict requirements relating to future unknown policing requirements.

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

[1] Operation to target cannabis cultivation factory

[2] Op Benbow- in collaboration with the MPS targeting Public Order



7 Capital Programme

7.1 There are two elements to the CoLP Capital Programme; the legacy schemes approved prior to 2020/21 and funded by the Corporation of London; and schemes approved through a loan facility from the Corporation from 2020/21 and onwards. The capital programme for 2021-24 that is funded from the loan also includes the budgets approved by RASC in March to be carried forward from 2020/21

7.2 Table 7 provides a summary overview of the capital budget. Progress of the Capital Programme and further details for each project are shown in Appendix 1.

Table 7 - Summary of Capital Programme 2020 to 2025

CoLP Capital Programme 2021-2025	Captal Programme Budget	Prior Year Spend	Spend to Q1 2021/22	Forecast Spend 2021/22	Forecacst spend Future years	Total Forecast	Forecast Variance
	£000	£000	£000	£000	£000	£000	£000
IT Related	10,882.3	691.7	0.0	5,125.8	5,217.5	11,035.0	152.7
Equipment	67.9	0.0	0.0	67.9	0.0	67.9	0.0
Fleet	1,471.0	0.0	32.9	735.5	735.5	1,471.0	0.0
Accommodation	510.0	0.0	0.0	475.0	35.0	510.0	0.0

Loan Funded Capital Programme	**12,931.2**	**691.7**	**32.9**	**6,404.2**	**5,988.0**	**13,083.9**	**152.7**
Legacy Programme	34,124.1	26,049.9	530.2	5,208.6	366.6	31,625.1	-2,499.1
Total	**47,055.3**	**26,741.6**	**563.2**	**11,612.7**	**6,354.6**	**44,709.0**	**-2,346.3**

7.3 For the four-year programme to 2025, there is a projected underspend of £2.346m. This is largely due to the Accommodation Decant Programme and off-set by a re-scoping of the Body Worn Video project.

7.4 Expenditure to date in Q1 remains low on the Loan funded projects. This is while the Gateway papers and Business Cases are moving through the approval process and progress is being made on these, with expenditure expected in Q2 and onwards.

7.5 The total programme budget for the loan-funded projects is £12.9m, including the carried forward projects from 2020/21, as well as new projects due to start in the current year. The profiled budget spend for the current year is £8.642m, which includes £3.696 from 2020/21 and £4.946 for the 2021/22 programme.

7.6 The forecast spend of the loan-funded programme in 2021/22 is £6.404m; a £2.238m in-year underspending against the profiled budget, although the expenditure is expected to be incurred in future years.

7.7 As a part of the Action Fraud project, this committee is aware of the need for the current contract with the supplier to be extended. As a part of this extension a refresh of the system is required to maintain its operation and security, which will cost just under £2m. It is proposed that in-year underspends in 2021/22 is used to cover the cost of this refresh.

7.8 The Body Worn Video project is now at gateway 4 stage. The costs of the project exceed the original budget, which was set nearly three years ago. The project is forecast to overspend by £0.286m, however, the additional cost can be contained within the 2021/22 profiled budget due to the slippage in projects elsewhere. However, this and the Action Fraud refresh will create pressure in the 2022-2026 capital budget that need to be contained within the budget envelope, Compounded by need to include £10m contribution to the next generation Fraud Reporting project (FCCRAS).

7.9 The Force Mapping System (GIS Upgrade) is now expected to be a Software as a service (SaaS) arrangement, which means that the majority of the costs will fall on the revenue budget. Therefore, the capital budget is forecast to underspend by approximately £0.134m

7.10 For the Legacy programme, the majority of the schemes are coming towards the end with the exception of HRi and Emergency Services Mobile Communications Programme (ESMCP), which will continue in to at least 2023/24. The ESMCP programme is a national Home Office programme and is in the process of being re-scoped.

7.11 The programme to replace non-ULEZ compliant vehicles is expected to be largely complete by the end of the year. However, there is a risk of delay to delivery of some vehicles, and some expenditure may be incurred in the next financial year.

8 Use of Reserves

8.1 The Police reserves position is summarised in Table 8 below

Table 8

	Opening Balance £'m	Projected Spend £'m	Projected Closing Balance £'m
POCA	(2.2)	0.5	(1.7)
Action Fraud	(2.9)	2.9	0.0
Transformational Funding	(0.1)	0.0	(0.1)
Police Capital Financing Reserve	(0.5)	0.0	(0.5)
Earmarked Reserve - COVID 19	(0.4)	0.4	0.0
General Reserve	(1.0)	0.0	(1.0)
Total	(7.1)	3.8	(3.3)

8.2 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

8.3 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 £0.5m estimated receipts which is built into the base budget.

8.4 The opening balance at the start of the financial year was £2.2m. 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.

8.5 It is anticipated that the Action Fraud Reserve will be fully utilised this financial year.

9 Risk Management

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

Risk	Impact	Mitigation
Loss of Grants and Income	TfL Grant - £2.0m	Received in full for 2021/22, but at risk for future years
International training not being delivered due to Covid travel restrictions	£0.5m	A healthy pipeline is in place if overseas travel restrictions are reduced
Action Fraud	Costs may exceed budgets	Funds have been set aside and the position is under constant review
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
Risk	**Impact**	**Mitigation**
Vacancy factor	The vacancy factor is reviewed and revised throughout the year. All recruitment is approved by the Strategic Workforce Planning.	A higher level of vacancies are held to balance the 2021/22 budget, which is causing operational problems in some areas.
Overtime budget	There may be additional overtime pressures due to holding a high level of vacancies and planned protests in the City	Overtime is currently contained within the reduced budget

Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, currently £1.6m 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.	No issues to mitigate
Use of agency staff	Reliance on agency staff may increase whilst holding a high level of vacancies	No issues to mitigate
Capital Programme progress and potential slippage	The Capital Programme is monitored throughout the year, capital recharges undertaken in a timely manner.	Monthly meetings are held with all capital project managers to monitor expenditure
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

Appendix 1

The position for capital schemes in shown below.

CoLP Capital Programme - Loan Funded	Programme Budget	Approved Budget Drawdown	Prior Year spend	2021/22 Spend	Total Spend	2021/22 Forecast Spend	Future Years Forecast Spend	Total Forecast Spend	Forecast Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
IT Related									
PowerBI self-service data analytics tool	84	0	0	0	0	84	0	84	0
E Discovery tool	300	15	0	0	0	300	0	300	0
IT Transformation	4,505.00	675	675	0	675	1,230.00	2,600.00	4,505.00	0
Oracle 12.2 platform upgrade	408.4	408.4	0	0	0	138.9	269.5	408.4	0
Custody CCTV Upgrade	176	142.8	16.7	0	16.7	159.3	0	176	0
AV Refresh	135.5	0	0	0	0	135.5	0	135.5	0
GIS Upgrade	150	0	0	0	0	16	0	16	-134

CoLP Capital Programme - Loan Funded	Programme Budget	Approved Budget Drawdown	Prior Year spend	2021/22 Spend	Total Spend	2021/22	Future Years	Total Forecast Spend	Forecast Variance
Covert Camera System	155	0	0	0	0	155	0	155	0
Body Worn Camera	459.4	0	0	0	0	746.1	0	746.1	286.7
Facial Image Management System	75	0	0	0	0	0	75	75	0
Command Control	770	0	0	0	0	150	620	770	0
National Law Enforcement Data Programme	684	0	0	0	0	0	684	684	0
HOLMES upgrade	150	0	0	0	0	0	150	150	0
Surveillance Equipment	885	0	0	0	0	760	125	885	0
Airwave Barbican Coverage	200	0	0	0	0	180	20	200	0
Azure Migration	800	800	0	0	0	720	80	800	0

CoLP Capital Programme - Loan Funded	Programme Budget	Approved Budget Drawdown	Prior Year spend	2021/22 Spend	Total Spend	2021/22	Future Years	Total Forecast Spend	Forecast Variance
City Policing Task Force Tasking	55	0	0	0	0	41	14	55	0
In-car audio/video	440	0	0	0	0	110	330	440	0
Law Enforcement Community Network	125	0	0	0	0	125	0	125	0
Project Servator and Counter Terrorism Application	75	0	0	0	0	75	0	75	0
Software defined wide area network replacement	250	0	0	0	0	0	250	250	0
Equipment									
Positive Lock Baton	67.9	0	0	0	0	67.9	0	67.9	0
Fleet							0	0	0
Vehicle Fleet Replacement Project	1,000.00	0	0	32.9	32.9	500	500	1,000.00	0
Electric Motor Cycles	471	0	0	0	0	235.5	235.5	471	0
Accommodation							0	0	0
Essential estate / security upgrades	185	0	0	0	0	150	35	185	0
Bishopsgate Armoury	250	0	0	0	0	250	0	250	0
Bishopsgate Security	75	0	0	0	0	75	0	75	0
Total Loan Funded Programme	**12,931.20**	**2,041.20**	**691.7**	**32.9**	**724.6**	**6,404.20**	**5,988.00**	**13,083.90**	**152.7**

Legacy Capital Programme	Programme Budget	Approved Budget Drawdown	Prior Year spend	2021/22 Spend	Total Spend	2021/22 Forecast Spend	Future Years Forecast Spend	Total Forecast Spend	Forecast Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Digital Interview Recording System	375	254	44.4	0	44.4	330.6	0	375	0
HR integrated	923.3	923.3	493.8	0	493.8	293.1	136.4	923.3	0
Airwaves	1,103.30	1,103.30	713.6	5.6	719.2	319.9	69.8	1,103.30	0
Body Worn Video Refresh	75.5	15.5	66.3	0	66.3	0	0	66.3	-9.2
Emergency Services Mobile Communications Programme (ESMCP)	1,821.40	1,821.40	1,488.30	0	1,488.30	177.8	160.3	1,826.40	5
IT Modernisation/Telephony etc.	9,299.70	9,299.70	8,747.90	15.1	8,763.10	551.7	0	9,299.60	-0.1
Fleet	1,800.00	630.2	367.1	201.8	568.9	1,432.90	0	1,800.00	0

Legacy Capital Programme	Programme Budget	Approved Budget Drawdown	Prior Year spend	2021/22 Spend	Total Spend	2021/22	Future Years	Total Forecast Spend	Forecast Variance
Accommodation - Decant and preparation for Fleet House	12,110.00	10,339.40	8,626.70	-38.9	8,587.90	1,085.60	0	9,712.40	-2,397.60
Accommodation - Other	3,789.20	3,789.20	3,105.50	324	3,429.50	586.7	0	3,692.20	-97.1
Secure City Programme	257.5	257.5	157.4	0	157.4	100	0	257.4	-0.1
Ring of Steel	2,569.20	2,569.20	2,238.90	22.6	2,261.50	330.3	0	2,569.20	0
Total Legacy Capital Programme	**34,124.10**	**31,002.60**	**26,049.90**	**530.2**	**26,580.20**	**5,208.60**	**366.6**	**31,625.10**	**-2,499.10**

Committee:	**Date:**
Police Authority Board For information **Safer City Partnership Board**	23 September 2021 27 September 2021
Subject: **Domestic Abuse Act 2021**	Public
Report of Remembrancer **Report Author** Philip Saunders, Parliamentary Affairs Counsel	For Information

Summary

- The Act clarifies the definition of 'domestic abuse'
- The GLA - and through it the City Corporation – is given new obligations
- Victims with secure tenancies will have their tenancy status protected if they need a new tenancy because of domestic abuse
- An independent Commissioner is established
- New civil orders are created

Recommendation

That the contents of this Report are noted.

Background

1. The Bill arose from a Government manifesto commitment to introduce measures that "support all victims of domestic abuse". During debates on the Bill it was noted that there are about 2.3 million victims of domestic abuse a year aged 16 to 74 (one-third of whom are men) and that domestic abuse equates to more than one in ten of all offences recorded by the police. The office engaged on the drafting of the bill in its application to the City.

2. The Bill had a long gestation period, originally introduced in January 2019 and reintroduced in 2020, the Bill received Royal Assent at the end of the previous Parliament.

Political Background

3. The Lord Chancellor, Robert Buckland, lamented that, "on average, more than two individuals, the majority of whom are women, are killed each and every week in a domestic homicide." He said the Government's plans were aimed at protecting victims from abuse and to "ensure that they are effectively supported as they reset their lives." Such measures included the creation of new obligations on regional authorities such as the GLA to assess the need for and provide necessary accommodation for victims of domestic abuse, he said.

4. Labour's spokesman, Nick Thomas-Symonds, told MPs that "the Metropolitan police reported that in the six weeks up to 19 April, officers across London had

made 14,093 arrests for domestic abuse offences—nearly 100 a day on average." He gave guarded support to the Bill but called on the Government to work faster and provide more funding. Former shadow Home Secretary Diane Abbott said the Bill "represents a real step forward." During markedly non-partisan debates, Labour and SNP Members supported the Bill's measures.

5. Highlighting the plight of children, City MP Nickie Aiken noted they "are often the hidden victims of domestic abuse, simply considered to be witnesses and not directly affected" but children's development, educational attainment and long-term mental health can be profoundly affected, she said. Welcoming the Bill, former PM and long-time campaigner against domestic abuse, Theresa May, urged police officers and local authorities to look at the past experience of the New York Police Department where "random contact with or visiting of homes where there are known perpetrators or where there have been reports of domestic violence" had proved useful in tackling abuse. Sir Bob Neill welcomed proposals to isolate victims from alleged perpetrators during court proceedings, but he warned "That cannot be done on the cheap." Doughty campaigner on many social issues, Tim Loughton (Con) told MPs that "One in five victims of domestic homicides is aged over 60, and there has been a 40% increase in the last two years in the number affected by domestic abuse. There is also a disproportionate impact on those from BAME communities."

Current Position

6. The Act creates a statutory definition of domestic abuse. 'Abusive behaviour' is defined, subject to limited qualifications, as any of the following:
    i. physical or sexual abuse
    ii. violent or threatening behaviour
    iii. controlling or coercive behaviour
    iv. economic abuse
    v. psychological, emotional or other abuse

7. The definition includes children in their own right.

8. Legal bodies such as the Law Society gave particular welcome to the inclusion of economic abuse as a form of domestic abuse.

9. In London, the GLA must assess the need for accommodation-based support in its area (for example, in refuges), prepare and publish a strategy for the provision of such support in its area, and monitor and evaluate the effectiveness of the strategy. In undertaking these steps, the GLA must consult with a range of interested parties including London boroughs and the City Corporation. In relation to the provision of support to victims of domestic abuse, the Act empowers the GLA to request co-operation from a borough "in any way", so far as is reasonably practicable, that it considers necessary.

10. The effect of the Act is that a 'partnership board' comprising stakeholders from the voluntary sector, local authorities, victims, and health care sectors must be established by the GLA for its area. The GLA is expected to chair the board which must include at least one person representing the interests of: the

boroughs; victims of domestic abuse; children of domestic abuse victims; charities and other voluntary organisations that work with victims of domestic abuse; persons who provide or have functions relating to health care services; and policing and criminal justice agencies. Subject to these minimum requirements, the composition of the board is a matter for the GLA.

11. Where a local authority tenant or a member of their household has been a victim of domestic abuse and a new tenancy is granted in connection with the abuse, the Act requires local authorities, including the City Corporation, to grant a new secure tenancy to a tenant or a member of their household when re-housing an existing lifetime social tenant. Alternatively, an authority may offer an existing secure tenant a new sole tenancy in their home.

12. The Act establishes the office of Domestic Abuse Commissioner who has wide-ranging powers, described by Home Office Minister Victoria Atkins as "to stand up for victims and survivors, raise public awareness and hold both agencies and government to account in tackling domestic abuse." Part of the monitoring function is to have oversight of the response of local authorities, the justice system and other statutory agencies in relation to tackling domestic abuse. The Commissioner, Nicole Jacobs, was formerly the CEO of the charity Standing Together Against Domestic Violence.

13. The Act now includes domestic abuse as a priority need when making a homelessness application.

14. Of interest to the City Police, the Act introduces two new legal orders, similar to ASBOs, intended to better protect the safety of victims in the immediate aftermath of an abuse offence. Both types of orders take the form of civil injunctions and may be dealt with in civil, magistrates' and family courts. The first type of order, a Domestic Abuse Protection Notice (DAPN), may be issued by a senior police officer (an inspector or above) and may contain provisions such as a prohibition on the perpetrator contacting the victim (including via social media or e-mail), a geographic exclusion zone, or a requirement to leave certain premises. The order is intended to be used directly after a domestic abuse incident.

15. The second type of order, a Domestic Abuse Protection Order (DAPO), can be applied for by victims and certain other parties. In instances where a police officer issues a DAPN, the appropriate chief officer must apply to a magistrates' court for a DAPO. In all cases, a DAPO can be applied for before and after instances domestic abuse.

16. In the City, there are about 25-30 domestic abuse reports each quarter. These reports are made by City workers (who feel safer reporting abuse while they are away from their home environment) as well as City residents. Reflecting the dual sources of domestic abuse reporting, during the lockdown periods reports have decreased. There was a significant decrease of 14% in reporting between October and December 2020 in comparison to October to December 2019. In November and December 2020 there were 6 reports each month.

17. In terms of action taken against abusers, during 2019/20, 73% of domestic abuse charges resulted in a conviction; of these, 62% were guilty pleas, which is generally thought to indicate a high quality of prosecution evidence (referenced in the City of London Police Annual Performance Report, 2019-20).

Corporate & Strategic Implications

18. The two new legal orders will be available to the City Police as tools to tackle domestic abuse.

19. Prior to any requirements imposed under the Act, the Director of Children and Community Services, whose department leads on this subject area, had established arrangements which commissioned 'refuge-type' accommodation for those suffering domestic abuse and similar emergency situations. A team within the department handles issues regarding housing provision in such circumstances. This accommodation was and is commissioned directly by the Corporation and is not part of the health and social care arrangements with Hackney.

20. In addition, the Corporation provides an immediate emergency accommodation suite to cater for cases where there is an urgent need for a safe place.

21. Uniquely in London, the Corporation accepts reports of domestic abuse from tourists and visitors (including workers) in addition to residents. This is particularly helpful to those staying in hotels or coming into the City as workers who need to avoid raising the issue within their local community. For non-residents, the Corporation provides initial support, guides victims through the reporting process, and facilitates their contact with the appropriate authorities.

22. Officers have met (and will continue to meet) the GLA as part of that body's wider work on tackling domestic abuse. The duties imposed on the GLA have prompted it to consult with the City Corporation and London boroughs on conducting surveys of residents about domestic abuse and other types of violence. The development of a GLA strategy, in respect of which the City is a consultee, has no fixed timescale, but indications are that it will be prepared in 2022.

23. Any secure tenants of the City Corporation who suffer domestic abuse will be entitled to a new secure tenancy if their housing status changes as a consequence of domestic abuse. The appropriate officers are aware of this requirement.

Consultation

24. The Department of Children and Community Services have been consulted in the preparation of this Report.

Appendix

City of London Police, Annual Report. https://www.cityoflondon.police.uk/SysSiteAssets/media/downloads/city-of-london/about-us/annual-report-2019-final.pdf

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Committee:	Date:
Police Authority Board	23rd September 2021
Subject: Police, Crime, Sentencing and Courts Bill	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 6, 12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Remembrancer **Report author:** Kiki Hausdorff	**For Information**

Summary

The Police, Crime, Sentencing and Courts Bill has completed its journey through the House of Commons and has begun consideration in the House of Lords. The Bill makes provision for the protection and wellbeing of police and other emergency workers and grants the police further powers to address crime and disorder, among other wide-ranging provisions. The Bill has encountered controversy directed at its public protest provisions in Part 3, which strengthen police powers to restrict protests and public assembly and which have led to so-called 'Kill the Bill' protests.

Recommendation

Members are asked to note the contents of this report.

Main Report

Parliamentary proceedings

1. The Bill was introduced in the House of Commons on 9 March 2021 and was then "carried over" into the current Parliamentary Session. It completed its journey through the Commons on 5 July 2021 and is scheduled to have its Second Reading in the Lords on 14 September 2021.

2. The Shadow Home Secretary welcomed parts of the Bill but said the Opposition would oppose the Bill due to its public protest provisions under Part 3. There were several unsuccessful attempts to remove this Part from the Bill. Labour also called for the Government to take further action on violence against women and girls and proposed a collection of new clauses on this issue, all of which were unsuccessful.

The Aims of the Bill

3. The stated purposes of the Bill are to:

a) protect the police and other emergency workers and enhance the wellbeing of police officers and staff;

b) protect the public by giving the police the tools needed to address crime and disorder, and by addressing the root causes of serious violent crime using multi-agency approaches to prevention;

c) ensure that the most serious violent and sexual offenders spend time in prison that matches the severity of their crimes, protects victims and gives the public confidence;

d) address repeat and prolific offenders through robust community sentences which punish and also address offenders' needs; and

e) modernise the delivery of criminal justice by overhauling existing court processes to provide better services for all court users.

Content of the Bill

4. Parts 1, 2 and 3 of the Bill may be of particular interest to the Board.

5. Part 1 contains measures better to protect the police and other emergency workers, for example by doubling the maximum penalty for assault on emergency workers from 12 months to two years. Part 1 also places a duty on the Secretary of State to publish an annual report on progress against the delivery of the Police Covenant.

6. Part 2 contains measures to prevent, investigate and prosecute crime. This includes a duty on authorities (including local and health authorities and chief officers of police) to collaborate with each other to prevent and reduce serious violence. This part of the Bill also strengthens the courts' sentencing powers in relation to criminal damage to memorials, and makes provision for the extraction of information from digital devices for the purposes of the prevention, detection, investigation or prosecution of crime, safeguarding purposes and the purposes of investigating deaths.

7. Part 3 strengthens police powers to address non-violent protests. This includes provisions to extend the powers to place conditions on public processions and assemblies; amend the offence relating to the breaching of conditions placed on a public procession or assembly; replace the common law offence of public nuisance with a new statutory offence; and amend the legal framework designed to prevent disruptive activities in the vicinity of the Palace of Westminster to ensure vehicular access to Parliament.

Public protest provisions

8. Part 3 of the Bill:

a) Amends the Public Order Act 1986 to broaden the range of circumstances in which the police can impose conditions on protests, including where the noise of the protest causes "intimidation or harassment" or "serious unease, alarm or distress".

b) Amends the Police Reform and Social Responsibility Act 2011 to expand the 'controlled area' around Parliament where certain protest activities are prohibited. It would also add obstructing access to the parliamentary estate to the activities prohibited in the controlled area.

c) Abolishes the common law offence of public nuisance and replaces it with the statutory offence of 'intentionally or recklessly causing public nuisance'.

Parliamentary responses to Part 3

9. The Opposition tabled unsuccessful amendments at both Committee and Report stage to remove Part 3 from the Bill.

10. Shadow Home Office Minister Sarah Jones claimed the Bill's provisions "threaten the fundamental balance between the police and the people." She told the House, "the new measures in the Bill target protesters for being too noisy and causing "serious unease" or "serious annoyance". The vague terminology creates a very low threshold for police-imposed conditions and essentially rules out entirely—potentially—peaceful protest."

11. Jones added, "the point of protest is to capture attention. Protests are noisy. Sometimes they are annoying, but they are as fundamental to our democracy as our Parliament." She said the provisions were not the "modest reset" which Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services had called for in its review of how the police manage protests.

12. Alistair Carmichael, Liberal Democrat Spokesperson for Home Affairs, said "essentially the objection that many of us have to the proposals is that, first, the Government have got the balance badly wrong, and, secondly, their language in trying to strike that balance is among the vaguest and most imprecise I have ever seen as either a legal practitioner or a parliamentarian."

13. He added that regulating the fundamental right to protest in this way risks "pitting the police against the protesters," as it will be for the police to decide what is noisy and causes serious annoyance, and this risked undermining the principle of policing by consent. He argued that the provision "will be ineffective and have a chilling effect" and would not stop organisations like Extinction Rebellion protesting but could stop communities from doing so.

14. Shadow Home Secretary Nick Thomas-Symonds felt it was "a great shame that a bill that could have commanded wide support ended up being so divisive". He argued that the bill "showed a warped sense of priorities" and did "more to protect statues" than it did to "protect women".

Government response

15. Home Officer Minister Victoria Atkins argued that the bill "balances the rights of protestors to demonstrate with the rights of residents to access hospitals, to go to work, to let their children sleep at night". She highlighted that some protests had brought parts of London to a standstill, obstructed ambulances, disrupted the distribution of national newspapers, "prevented hard-working people from getting

to work and drawn thousands of police officers away from the local communities they serve."

16. The Minister explained that the measures in the Bill had been developed in consultation with the National Police Chiefs Council and the Metropolitan Police Service. In addition, she noted that "it will continue to be the case that the police attach conditions to only a small proportion of protests", stating that in a three month period, only 12 of 2,500 protests had conditions attached to them.

17. Conservative MP Nickie Aiken said Westminster "experiences 500 protests every year" and argued that "the human rights of protesters are absolutely important but so are those of local people who live just yards from this place."

18. Home Secretary Priti Patel told the House that the bill "delivers on our promise to the British people to keep them safe" and its provisions were "emphatically on the side of the police and the law-abiding majority of the British people".

Conclusion

19. As noted above, the Bill will have its Second Reading in the Lords on 14 September 2021. This will be followed by the Committee and Report stages, at which Peers will have the opportunity to table further amendments to the Bill. Debate over the inclusion of the public protest provisions is set to continue and further attempts to remove or amend the controversial clauses are likely.

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Committee(s): City of London Police Authority Board Safer City Partnership	**Dated:** 23rd September 2021 27th September 2021
Subject: City of London Police-Acquisitive Crime Electronic Monitoring Project	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	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	**For Information**
Report author: Christopher Hay, Chief Inspector, Sector Policing; Insp Alex Wisbey Sector Policing and Tasking / Integrated Offender Management	

Summary

With reference to localised crime, the Force is taking part in an acquisitive crime electronic monitoring project. This involves the compulsory tagging and monitoring of serious acquisitive crime offenders which fit certain eligibility criteria.

As part of the Government's ambition to reduce neighbourhood crime, the focus has been placed on acquisitive crime because acquisitive crime has a high reoffending rate coupled with a low rate of detection/prosecution.

The City of London Police is due to join phase 2 of this project, with this phase due to 'go live' at the end of September.

Recommendation(s)

Members of the Board are asked to note the report.

Main Report

Background

1. As part of the Government's ambition to reduce neighbourhood crime, the Minister requested a substantial programme of GPS trail monitoring for adult offenders convicted of acquisitive crimes.

2. There were originally 6 path finder Forces and now 13 further Forces are joining the project under Phase 2, including the City of London and the Metropolitan Police Service (MPS). This phase is due to 'go live' at the end of September 2021. The project was specifically set up with a test and learn approach and was rolled out initially with the 6 pathfinder forces, with a view to understanding and adapting the service based on feedback.

Current Position

3. The Project involves the compulsory tagging and monitoring of serious acquisitive crime offenders. Why the focus on Acquisitive Crime? It is because Acquisitive Crime has a high reoffending rate coupled with a low rate of detection/prosecution.

   Eligible offenders:
   - have committed acquisitive neighbourhood crimes - burglary, robbery, theft from the person of another, theft from vehicles or theft of a motor vehicle;
   - have been sentenced as an adult to a Standard Determinate Sentence of 12 months or more, and;
   - will live within the geographical range of one of the eligible police force areas; and;
   - are deemed suitable for electronic monitoring.

4. The premise of the project is summarised below:

   - All serious acquisitive crime offenders released with 12 months or more of their sentence remaining, will be electronically tagged and monitored as a condition of that early release. The monitoring is done by the Ministry of Justice (MoJ) and Probation Service.
   - Forces involved in the project will provide details of all their serious acquisitive crime offences to the MoJ on a weekly basis. (There are ambitions for this to move to a daily process).
   - The MoJ will overlay this data with their own monitoring data. They will send back proximity alerts to forces where an offender maps close to a crime.
   - MoJ assess that the current pilot forces get alerts from about 1% of crimes analysed.
   - Forces will assess the data and provide responses to the MoJ as to how the alert information has been resolved.
   - The location data is not of sufficient accuracy to evidentially confirm an exact location of a subject.
   - The returns will come via our Integrated Offender Management team. There are existing links with the MPS and Probation Service in order to share information.

5. A number of lessons have been learned from the pathfinder forces which have been fed into this next phase of the project. These are mostly process issues such as Forces were using different longitude/ latitude standards, resulting in discrepancies in the crime vicinity coordinates and different crime codes for offences which made it difficult to compare data with Home Office offence codes. Solutions have been developed to feed into phase 2.

City of London

6. Given the City's relatively small, residential population it is expected that mapped offenders are likely to be from out of the Force area. At this stage, CoLP is not aware of any opportunity for forces to "bid" to have people included in the project.

7. In terms of results, these are not expected to be significant in terms of numbers. The project is intended to enhance detection opportunities but is also focused on reducing reoffending.

8. Since April 2021, the participating forces have had only a handful of arrests and have only just had their first charge from a proximity report. It is anticipated that smaller forces may receive around 5 proximity alerts a month, with larger forces up to 10. The MPS estimation is for around 55 proximity reports a month. It will be interesting to see what the CoLP get in terms of alerts, given the economic and leisure attractions of the City and the potential for committing acquisitive crime.

9. At present, a mapped offender would need to be within 150m of a crime (the project is looking to reduce this to 100m), within a certain time frame. As Members will appreciate, the City can have a large number of people concentrated within 150m of any location. Given that a lot of the City's acquisitive crime is in public places and social venues, it is quite possible that offenders mapping close by will be a person of interest at first, rather than a clear suspect.

10. CoLP do not anticipate that this project is likely to lead to a significant number of detections on its own, but it does have the potential to be a really good source of information/intelligence, especially around series offences. In any case, CoLP does currently have a high detection rate compared to other forces nationally which is of note (at the end of Quarter 1 it was 31%, with the national average being around 13%).

11. In more rural areas, it will be of significant interest if a known offender is mapping near to a rural burglary, for example. The City of London is obviously a different environment so the results will be interesting, but the information may still be developed into intelligence, inform other investigative options or be used as a basis for informed arrests.

Corporate & Strategic Implications –

Strategic implications –This project will support the delivery of both the City of London (CoL) and City of London Police (CoLP) Corporate Plan. (CoL 1- People are safe and feel safe; CoLP- making the city the safest in the world). It also supports the City of London Policing Plan 2021-23 in terms of the focus on the potential to reduce acquisitive crime.

Financial implications- N/A

Resource implications- N/A

Legal implications- N/A

Risk implications-N/A

Equalities implications – There is no evidence to suggest that this project will adversely affect individuals under the protected characteristics (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity)

Climate implications- N/A

Security implications- N/A

Conclusion

12. The Force is optimistic about joining this project and it is anticipated that it will have an impact in managing acquisitive crime offenders, particularly those who fit the eligibility criteria who frequent the City of London to commit this type of crime on a regular basis.

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