



City of London Police Authority Board

Date: MONDAY, 13 DECEMBER 2021
Time: 10.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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)
Sir Craig Mackey (External Member)
Deborah Oliver (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/d5F3MQ0rD_s

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.

Lunch will be available in the Guildhall Club from 12.15pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 22 November 2021.

For Decision
(Pages 7 - 16)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 17 - 18)

5. **CHAIR'S PUBLIC UPDATE**

The Chair to be heard.

For Information
(Verbal Report)

6. **COMMISSIONER'S UPDATE**

Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

7. **NATIONAL LEAD FORCE**

Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

8. **PROGRESS REPORT DRAFT POLICING PLAN 2022**

Report of the Commissioner.

For Information
(Pages 19 - 28)

9. **PROVISIONAL CITY OF LONDON POLICE REVENUE AND CAPITAL BUDGET 2022/23**
Report of the Commissioner.

For Information
(Pages 29 - 50)

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

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

12. **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

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 22 November 2021.

For Decision
(Pages 51 - 58)

14. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 59 - 60)

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

The Chair to be heard.

For Information
(Verbal Report)

16. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

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

For Information
(Verbal Report)

18. **CITY OF LONDON POLICE TRANSFORM TOM UPDATE**
Report of the Commissioner.

For Decision
(To Follow)

19. **GW3-4: SECURE CITY PROGRAMME (SCP) - CCTV & TELECOMMUNICATIONS WORKSTREAM**
Joint report of the Commissioner and Director of Built Environment.

For Information
(Pages 61 - 82)

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

For Information
(Pages 83 - 86)

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

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

Part 3 - Confidential Agenda - Circulated Separately

23. **GW1-4: COVERT SURVEILLANCE EQUIPMENT - REPLACING END OF LIFE EQUIPMENT**
Report of the Commissioner.

For Decision
(To Follow)

24. **CITY OF LONDON POLICE'S TARGET OPERATING MODEL: POLICE STAFF ESTABLISHMENT AND ITS ALIGNMENT TO CITY OF LONDON CORPORATION'S ORGANISATIONAL DESIGN PRINCIPLES**
Report of the Commissioner.

For Decision
(To Follow)

25. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE POLICE
AUTHORITY TEAM**
Report of the Town Clerk.

For Decision
(To Follow)

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CITY OF LONDON POLICE AUTHORITY BOARD **Monday, 22 November 2021**

Minutes of the meeting of the City of London Police Authority Board held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 22 November 2021
at 10.00 am

Present

Members:

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chairman)
Nicholas Bensted-Smith
Deputy Keith Bottomley
Alderman Professor Emma Edhem
Alderman Timothy Hailes
Graham Packham
Deborah Oliver (External Member)

Officers:

Simon Latham	- Director, Police Authority
Alex Orme	- Head of Police Authority Team
Oliver Bolton	- Deputy Head of Police Authority Team
Rachael Waldron	- Compliance Lead, Police Authority Team
Kristina Drake	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Caroline Al-Beyerty	- The Chamberlain
Alistair Cook	- Head of Police Authority Finance
Paul Chadha	- Comptroller & City Solicitor's Department
Ola Obadara	- City Surveyor's Department
Matt Pitt	- City Surveyor's Department
Ian Hughes	- Department of Environment
Jonathan Chapman	- Chief Operating Officer's Department
Bukola Soyombo	- Chief Operating Officer'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
Clinton Blackburn	- City of London Police
David Evans	- City of London Police
Chris Bell	- City of London Police
Martin O'Regan	- City of London Police
Rob Atkin	- City of London Police
Hayley Williams	- City of London Police

1. **APOLOGIES**

Apologies were received from Caroline Addy, Munsur Ali, Andrew Lentin and Dawn Wright. Each of these four Members observed the full meeting virtually.

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

There were no declarations made at this stage.

Tijs Broeke declared an interest at agenda item 21 as an employee of HP following additional information provided by officers during discussions. Tijs Broeke abstained from this item and did not vote.

3. **MINUTES**

It was noted that the annual report on cadets should also include Special Constables and Volunteers.

RESOLVED, that the public minutes and non-public summary of the meeting held on 21 October 2021, be approved as an accurate record.

4. **OUTSTANDING REFERENCES**

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

- The Chair requested that dates be added to the Outstanding References.
- 26/2021/P – The fuller briefing note had been provided to the lead Safeguarding SIA. The Custody Suite had high footfall and due to its usage, it was expected to always need works. However, all major issues had been addressed or were in the process of being addressed. There had been teething issues with the new exercise yard but those were being addressed as a priority.
- 27/2021/P – The letter had not yet been sent but it was hoped it might go shortly.

RESOLVED, that the report be noted.

5. **COMMITTEE MINUTES**

a) **Strategic Planning & Performance Committee - 3 November 2021**

RESOLVED, that the draft public minutes of the meeting held on 3 November 2021, be noted.

b) **Resource, Risk & Estates Committee - 3 November 2021**

RESOLVED, that the draft public minutes and non-public summary of the meeting held on 3 November 2021, be noted.

c) **Economic & Cyber Crime Committee - 4 November 2021**

RESOLVED, that the draft public minutes and non-public summary of the meeting held on 4 November 2021, be noted.

d) Professional Standards & Integrity Committee - 5 November 2021

RESOLVED, that the draft public minutes and non-public summary of the meeting held on 5 November 2021, be noted.

6. CHAIR'S PUBLIC UPDATE

Members received a verbal update of the Chair.

The Chair and Assistant Commissioner held a session on Economic Crime with the All-Party Parliamentary Committee which had been useful albeit a small group.

A successful private dinner at Mansion House was held with the Lord Mayor, senior Members and the security minister. Attendees included representatives from law enforcement and the business community. The Authority Team had received positive feedback from senior Members, which would be picked up as part of engagement programme going forward.

The Force had hosted a visit from Mark Shelford, the lead for PCCs on Fraud.

Externally, the Force and Authority continue to engage with crime correspondents, particularly on the area of the Online Safety Bill. There was due to be an 'on the record' interview with the Press Association.

On Sector Policing and Local Policing, good monthly updates for Members had been established. Thought had been given as to how that information was used for residential, business and other stakeholders. It was confirmed that a subset of information included in those updates were shared with the various communities and Independent Advisory and Scrutiny Group (IASG).

A key report on Equality, Diversity and Inclusion (EDI) was featured on the agenda. EDI continued to feature heavily in a lot of national policing conversations, with a demand for clear objectives and KPIs to be established in order to manage ambitions across forces. This was an area focussed on heavily by the Professional Standards & Integrity Committee (PSIC). The Chair called on the Force to ensure there is good information published on its website on this issue.

There had been good engagement from IASG around recruitment into senior positions. Representatives had sat on the interview panel for senior ranks including Chief Inspectors, Inspectors and Sergeants promotion processes. A report had been received by the Force from IASG with some recommendations for improvement and invited the Force to update them and the Board through its normal reporting cycles. Officers were working on KPIs that had to be agreed internally but would in due course be presented to Members for consideration; the Force felt that the IASG recommendations had been helpful and contained some easy wins which should be achieved quickly. The

Commissioner agreed to keep IASG updated as to progress against these recommendations.

Members were keen to get the planned sector 'cluster' panels in the City up and running. These panels were on schedule for commencement in January 2022, locations had been sourced within communities. No other delays anticipated at this time.

The Chair requested that Members of Board participate in their respective clusters and invited them to act as leaders in that space. Members felt this was a very good initiative but felt that some of the initial communications had been confusing. Work was underway to streamline the communications to wider Membership, as well as to map the clusters with Members of the Board to ensure there was clear leadership at each meeting. A further update to be provided at the Board meeting in December 2021 (**30/2021/P**).

Following an anecdote from a Member, it was requested that at the very minimum, a holding response be issued to cluster panel applicants (**31/2021/P**).

A specific issue submitted to the allocated Sector Policing Officers by a business through a Member had not been responded to for two weeks. This was too long a period to wait for a reply and the Assistant Commissioner agreed to follow this up with the Member and concerned officers outside of the Board meeting.

RESOLVED, that the update be noted.

7. **COMMISSIONER'S UPDATE**

Members received a verbal update from the Commissioner.

The terrorist threat level had recently increased from substantial to severe. This required the Force to review all its plans for forthcoming events and operations, including communications. The level had been raised on the basis of general, rather than specific intelligence. The Force was comfortable it could manage what was required of it to respond to this rating.

Past quarter protest activity had been extraordinarily high. Since the G7 all the way through to COP26. The most recent event was the Lord Mayor's Show, which did attract protest activity. A float had gained legitimate access into the route, and it appeared that their protest was choreographed to coincide with a BBC interview taking place. Arrests were made quickly and there was a short hold up causing a 15-minute delay to the Lord Mayor's outbound route. There was also an Extinction Rebellion (XR) protest which intelligence had initially suggested would end in Parliament Square. Contingency plans were put in place and a number of small blockages dealt with quickly so the parade could continue along the original intended route. There was an increase in policing presence and ultimately the Lord Mayor arrived back at Mansion House 40 minutes late. Whilst the Force wished the interruptions had not happened, they were confident that the incidents were each handled appropriately and

proportionately. Members extended their congratulations and thanks to the Force for their sensitive handling of the protests.

RESOLVED, that the update be noted.

8. **NATIONAL LEAD FORCE**

Members received a verbal update from the Commissioner and Chief Officers regarding National Lead Force (NLF).

There had been an increased focus on communications and prevention activity. At the end of October there had been the National Fraud Awareness week. The Christmas Campaign was due to commence in time for both Black Friday and Cyber Monday.

An Economic Crime Conference had been arranged by officers, with 41 of the 43 forces attending. It featured a number of key speakers and provided an opportunity to brief them on current work. This was a successful event but for any future event it was hoped the Security Minister would join to encourage engagement from Chief Officer groups around the country.

There had been an uplift in positive judicial outcomes.

RESOLVED, that the update be noted.

9. **Q2 REVENUE AND CAPITAL BUDGET MONITORING 2021/22**

Members received a report of the Commissioner regarding Q2 Revenue and Capital Budget Monitoring 2021/22.

Headline key challenges were the need to balance the budget; the close monitoring of the capital programme; determining trends with more realistic forecasting; and IT projects.

One of the outputs of the IT review was that expectations become aligned between COLP and the City Corporation's IT function.

Members wished to understand in greater detail the operational impact of capital programme slippage and whether the issues were caused by resourcing or otherwise. For IT related projects, there was a particular concern over the delivery of Digital Asset Management System (DAMS) and Digital Evidence Management System (DEMS) which would no longer be complete in the financial year. There was also a severe delay to the procurement of police vehicles, due to international issues with supply chains, national demand from all forces and long governance processes to approve the purchasing. The Commissioner also outlined how it is not the same as procuring a new domestic vehicle as emergency vehicles require a higher and specialist user specification, which also added to the time taken for them to be ready for procurement and deployment. Continued delays would have a direct impact on the Force's ability to exercise public order and CT functions.

Some of the internal barriers to procurement were to be addressed as part of a revised Scheme of Delegation to Chief Officers and the Governance Review.

The recent procurement of fleet provision had required intervention from specific Members of the Court. After the capital codes were released on the same day of this intervention, it became apparent that some of the vehicles that were needed were no longer available and so additional time was taken in resourcing alternatives. All orders had been placed for the next year.

Beyond fleet replacement, there would be no additional bids for capital programmes for the forthcoming year, instead the slippage will be carried forward.

RESOLVED, that the report be noted.

10. EQUALITIES AND INCLUSION HIGHLIGHT REPORT

Members received a report of the Commissioner regarding Equalities and Inclusion Highlights.

The six workstreams had turned into five, with learning, development and recruitment now usefully falling under the same umbrella.

For the next officer intake, BAME recruitment was positive although female representation was reduced. Cadet recruitment was promising, as the cohort was formed of 56% female and 52% BAME.

Work was underway with Amazon to provide a programme for schools including training on cyber bullying and cyber security. This was hoped to not only develop children's personal skills but attract and engage those young people with the possibility of a career in policing. This programme would act as a pilot, with the possibility of national roll-out explored after the initial phase.

It was acknowledged that the 40 new transferees would be unlikely to increase diversity as recruitment was taking place from an older cohort who had been recruited when forces were not attracting applications from minority groups. This had been an area of historic challenge, particularly in relation to economic crime posts. COLP were working with staff networks nationally and targeting adverts across different media. The cluster panels would also be used in due course. New communities needed to be tapped. It was noted that the Force was advertising for a new Recruitment, Attraction and Progression HR professional which would also assist in developing new strategies to attract from minority groups.

The importance of employee surveys was highlighted – the Chair reiterated the request to see the new rhythm of surveys **(25/2021/P)**.

RESOLVED, that the report be noted.

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

There were no questions.

12. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There were no items of urgent business.
13. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.
14. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 21 October 2021, be approved.
15. **NON-PUBLIC OUTSTANDING REFERENCES**
Members received a joint report of the Town Clerk and Commissioner regarding non-public outstanding references.
16. **NON-PUBLIC COMMITTEE MINUTES**
 - a) **Resource Risk and Estates Committee - 3 November 2021**
Members received the non-public minutes of the meeting held on 3 November 2021.
 - b) **Economic & Cyber Crime Committee - 4 November 2021**
Members received the non-public minutes of the meeting held on 4 November 2021.
 - c) **Professional Standards & Integrity Committee - 5 November 2021**
Members received the non-public minutes of the meeting held on 5 November 2021.
17. **CHAIR'S NON-PUBLIC UPDATE**
Members received a verbal update of the Chair.
18. **COMMISSIONER'S UPDATES**
Members received a verbal update of the Commissioner.
19. **CITY OF LONDON POLICE ETHICAL PARTNERSHIPS**
Members received a report of the Commissioner regarding the City of London Police Ethical Partnerships.
20. **NATIONAL LEAD FORCE**
Members received a verbal update of the Commissioner regarding National Lead Force.
21. **GW1-5: END USER DEVICE REFRESH (IL4 REFRESH)**
Members considered a Gateway 1-5 report of the Chamberlain regarding the End User Device Refresh (IL4 REFRESH).

22. **GW5: SECURE CITY PROGRAMME (SCP) - VIDEO MANAGEMENT SYSTEM (VMS)**
Members considered a report of the Chamberlain regarding the Secure City Partnership (SCP) Video Management System (VMS).
23. **POLICE ACCOMMODATION STRATEGY: CITY OF LONDON POLICE RESOURCE REQUIREMENTS - FUTURE POLICE ESTATE**
Members considered a joint report of the Commissioner and City Surveyor regarding the Police Accommodation Strategy: City of London Police Resource Requirements – Future Police Estate.
24. **GW6: POLICE ACCOMMODATION STRATEGY: DECANT PROGRAMME - NEW STREET AND BISHOPSGATE**
Members considered a joint Gateway 6 report of the City Surveyor, Chamberlain and Commissioner regarding the Police Accommodation Strategy: Decant Programme – New Street and Bishopsgate.
25. **GW6: ACTION KNOW FRAUD**
Members considered a Gateway 6 report of the Commissioner regarding the Action Know Fraud project.
26. **HEALTH, SAFETY AND WELLBEING ANNUAL PERFORMANCE UPDATE 2020-21**
Members received a report of the Commissioner regarding the Force's Health, Safety and Wellbeing Annual Performance Update 2020-21.
27. **CITY OF LONDON POLICE RISK REGISTER UPDATE**
Members received a report of the Commissioner regarding the City of London Police Risk Register Update.
28. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
There were no questions.
29. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one item of urgent business.
30. **CONFIDENTIAL MINUTES**
RESOLVED, that the confidential minutes of the meeting held on 21 October 2021, be approved as an accurate record.

The meeting ended at 12.02 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	DUE SIX MONTHS POST-CROSSRAIL OPENING
23/2021/P	21 October 2021 Item 9 - Equalities & Inclusion	Consolidated, comprehensive action plan on E&I to be shared with the Professional Standards & Integrity Committee	Commissioner	In Progress- due PSIC February 2022
24/2021/P	21 October 2021 Item 9 - Equalities & Inclusion	The Force to explore the possibility of COLP joining the already established MPS support group for employees suffering from long-covid.	Commissioner	Complete- The Force has contacted the MPS on this issue via the Force Chief Supt Wellbeing Lead. However, the MPS has declined for CoLP to be part of their established Long Covid group. The Force will scope interest internally in starting its own group, however the low numbers may make this non-viable.
25/2021/P	21 October 2021 Item 10 – Staff Survey 2020 Update	Once established, the new rhythm of staff surveys to be shared with Board Members.	Commissioner	In Progress- Chief Supt HQ has commenced work to look at the future internal staff survey options – with the potential proposal to have one annual staff survey with pulse surveys built in. CoLP is looking at other Forces and will see if any efficiencies can be achieved in use of suppliers, which will include analysis and action planning on outcomes as part of the service offered–

				Options will be presented to the CoLP COT in due course and Members will be updated at February PAB.
27/2021/P	21 October 2021 Item 14 – ICV Panel Report	Letter of thanks to be written to the Chair of the ICV Panel and Custody Visitors on behalf of the Board.	PA Compliance Lead / Chair	In Progress – verbal update
28/2021/P	21 October 2021 Item 13 – Violence Against Women and Girls	Fuller report to come to SPPC, the Board and PSIC in February 2022	Commissioner	In Progress – Fuller report on VAWG activity due in February 2022
30/2021/P	22 November 2021 Item 6 – Chair's Public Update	A further update on the progress of cluster panels to be provided at the Board meeting in December 2021	Commissioner	Complete - a verbal update will be provided by Commander Ops on this at the December PAB.
31/2021/P	22 November 2021 Item 6 – Chair's Public Update	Holding responses to be issued to cluster panel applicants	Commissioner	Complete - Chief Inspector Sector policing has confirmed that all applicants have been responded to.

Committee(s): Police Authority Board	Dated: 13 th December 2021
Subject: Progress report Draft Policing Plan 2022	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?	No
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: Chief Superintendent Rob Atkin, HQ Services	

Summary

This report presents an early draft revised Policing Plan 2022-23. The Plan informs the community, stakeholders and staff how the City area is to be policed.

The Force and Court of Common Council (in its capacity as a police authority) are required to continue to publish a policing plan by the Police Act 1996 due to being exempt from the legislative requirement to publish a police and crime plan. A revised plan must be published by 31st March 2022.

Members and Officers are due to discuss the approach to the revised plan at a workshop immediately preceding your Board on 13th December 2021. The outcome of that session can be reported verbally to Members that were unable to attend.

It is proposed that the plan be simplified to focus attention on the key messages around Force values and priorities. This approach was agreed in Force following a workshop of the City of London Police Senior Leadership Team which included the 2 new Assistant Commissioners. This approach also more closely mirrors the Police and Crime Plans produced by Police and Crime Commissioners. The results of that workshop are appended to this report and will, with Members' agreement, form the basis of the new Policing Plan.

At this stage Members are asked to consider and note the approach, prior to a substantively complete draft being submitted to your Board on 27th January 2022, with formal sign off by your Board on 16th February 2022. Members are requested to provide feedback to the Chief Superintendent HQ Services by emailing Robert.Atkin@cityoflondon.police.uk.

Recommendation(s):

- Members note the content of this report and the approach being taken by the Force to produce a substantively complete draft Policing Plan by early 2022 ready for PAB approval in February 2022 and adoption and publication by 31st March 2022.

Main Report

Background

1. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans¹. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The Force and your Board continues to be governed by the relevant sections of the Police Act 1996 with respect to the publication of policing plans.² However, where possible the Force and Authority has resolved to align the format of its policing plan with the general requirements of policing and crime plans.
2. The responsibility for drafting the policing plan and advising a police authority on its contents remains with the Commissioner of Police. However, guidance and legislation are clear that the police authority must approve, own and issue the published plan.

Current Position

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

¹ Police Reform and Social Responsibility Act 2011

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

³ S.6ZB as above

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

Developing the plan

5. A comprehensive policing plan review process is conducted each year which informs the ongoing development of the plan. That process considers any changes to legislation and Government policy, the Force's and City of London Corporation's risk registers, formal partnership obligations and the results of consultation and engagement activities.
6. This year (so far) in addition to a number of planning meetings, the Force has held an internal workshop with chief officers and the senior leadership team, which included the 2 new Assistant Commissioners. Appendix A attached to this report reflects the outcome of that event. It should be noted that prior to the workshop, a number of focus groups took place, principally relating to a new Force Strategy, however, the outcomes of those events have also shaped elements of the plan, particularly those areas relating to values and organisational priorities.
7. Members should be assured that the draft priorities as presented take account of current government requirements. These include: preventing and tackling all crime ("Beating Crime Plan"); the imperative to prioritise preventing and tackling violence against women and girls; the National Policing Vision 2025; and the National Fraud Strategy. On the latter point, engagement took place with stakeholders regarding the priority elements of the Economic Crime priority. The Force also took into consideration the results of the latest Community Survey (September/October 2021) where the top three priorities identified by people were (in priority order) terrorism, theft of personal objects, and antisocial behaviour.
8. Additional to the national drivers shaping operational priorities, Members will be aware that the priorities are only set following a robust review of intelligence, threat, and the results of engagement activities.
9. Members of your Board will continue to be instrumental in shaping the plan through participation at workshops and meetings, the first of which for this plan takes place immediately prior to your Board. Engagement will additionally take place with the Independent Advisory Scrutiny Group, the Safer City Partnership and other external stakeholders.

Outstanding matters

10. The measures of success that will be reported quarterly to your Strategic Police Performance Committee are currently being reviewed and developed. Proposals which are still being worked through are included for information at this stage and Members are invited to comment on them.
11. The completed plan must contain details of the Force's budget, establishment and structure, and will be included in the substantive draft to be submitted to your January 2022 Board.
12. This Report recommends:

- Members note the content of this report and the approach being taken by the Force to produce a substantively complete draft Policing Plan by early 2022 ready for adoption and publication by 31st March 2022.

Strategic Implications

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

Conclusion

15. Issuing and publishing a Policing Plan remains a statutory obligation on the Force and Court of Common Council in its capacity as police authority. The draft document appended to this report represents the first stage in that process.

Attached Papers:

Appendix A – Force Values, Operational and Organisational priorities and Collaboration details forming the basis of the proposed Draft Revised City of London Police Policing Plan 2022.

Contact:

Ch.Supt. Rob Atkin

07468 743 992

email: Robert.Atkin@cityoflondon.police.uk

Our plan on a page

We are a local force with a national role that is trusted by our communities to deliver policing with professionalism, integrity and compassion

Our priorities

Keeping those who live, work and visit the City safe and feeling safe	Protecting the UK from the threat of economic and cyber crime	Putting the victim at the heart of everything we do
We will prevent and tackle crime, from the most serious offences affecting the most vulnerable, including terrorism and violence against women and girls, through to lower level crime that we know our communities are also concerned about, such as antisocial behaviour	We will lead the policing response to the threat from fraud and cyber-crime, delivering aims that are aligned to the National Fraud Strategy and objectives of the National Economic Crime Centre	We will strive to constantly improve victim experience, from first contact through to the end of judicial process, focussing on positive outcomes for victims and bringing more offenders to justice

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

Our Force Strategy 2022-27 details our organisational priorities (our “enablers”) that support delivery of our operational priorities

People: to have an innovative, skilled, diverse and agile workforce	Assets: to be a force that is at the forefront of modern policing	Efficient and effective processes and systems that provide an efficient service for our communities and partners
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We will deliver our priorities with professionalism, integrity and compassion

PROFESSIONALISM – taking pride in delivering our services professionally and diligently	INTEGRITY – ensuring we earn the trust of our communities through honesty and always doing the right thing	COMPASSION – supporting equality, recognising everyone is different but ensuring all are treated with care and respect
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Our measures of success

[High level indicators of success here when agreed]

City of London Police Vision and Values

We are a local force with a national role that is trusted by our communities to deliver policing with professionalism, integrity and compassion.

Our vision contains our core values that underpin everything we do and express what we stand for:

PROFESSIONALISM	INTEGRITY	COMPASSION
<ul style="list-style-type: none">• Professionalism is a trait that we value highly; it refers to doing things correctly in a timely manner and taking pride in everything we do.• We will conduct professional and thorough investigations into crimes, doing everything possible to protect those who are most vulnerable.• We expect our officers and staff to be committed to professional development, both for themselves and for those they supervise, and to be able to make sound operational decisions based on discretion and common sense.• We also want our employees to set an example for others. Our professionalism will ensure that we meet the requirements and demands of our communities by providing them with high-quality, timely, efficient, and effective services.	<ul style="list-style-type: none">• Integrity is about being trustworthy, honest and doing the right thing.• We expect our officers and staff have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.• Our behaviour, actions and decisions will always support the public interest and those we work in partnership with.• We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.• We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance.	<ul style="list-style-type: none">• To ensure that our communities receive the best possible service, our officers and staff follow our core values. Acting with humanity and kindness.• We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider.• We will support equality by creating an environment that maximises everyone's talents to meet our own needs and those of the communities we serve.• We understand that every individual is unique. Compassion is essential to ensure that everyone is treated with care and respect, regardless of their differences.

Our Operational Policing Priorities

Keeping those who live, work and visit the City safe and feeling safe

We will:

- Protect the people, places and infrastructure of the City of London from the threat of national and international terrorism
- Focus on preventing and tackling violence against women and girls
- Prevent and tackle volume crime and the most serious crimes that impact the most vulnerable in society
- .
- Work with our partners to address antisocial behaviour in the City of London
- .
- Work with our partners to reduce the fear of crime and perceptions of crime in the City of London

Protecting the UK from the threat of economic and cyber crime

We will:

- Help to ensure people and organisations are prevented from being victims of fraud and cyber crime, and victims are supported
- .
- Ensure our resources are deployed efficiently and effectively against fraud and cyber threats
- .
- Maximise our capability and capacity to detect, disrupt and deter perpetrators of fraud and cyber crime
- .
- Improve public confidence in the Action Fraud reporting service

Putting the victim at the heart of everything we do

We will:

- With our partners put the victim at the heart of what we do both locally and in our role as national lead force for cyber and fraud.
- .
- Constantly strive to improve the victims experience from our first contact through to conclusion of judicial process.
- .
- Continue to professionalise and improve our investigation processes focusing on how we achieve positive outcomes for victims of crime
- .
- Continue to focus on bringing more offenders to justice and working with partners to prevent re offending

Our Organisational Priorities

These are our enablers that support delivery of our operational priorities and will help us to achieve our vision. More information on these priorities and the plans that will deliver them can be found in our Force Strategy 2022-27.

People: to have an innovative, skilled, diverse and agile workforce
We will

- Support and develop our staff ensuring legitimacy, transparency and accountability in everything we do
- Create an environment where diversity of thought and inclusion thrives
- Ensure the wellbeing of our staff is at the forefront of what we do
- Work to ensure our workforce is representative of the communities we serve
- Attract and retain the best talent, exploiting the opportunities that come with policing an area like the City of London and our national lead roles
- Ensure open and fair channels for lateral and upward progression
- Ensuring leadership engagement at all levels.

Assets: to be a force that is at the forefront of modern policing
We will:

- ensure our buildings and infrastructure are modern and fit for delivering 21st century policing
- Ensure our fleet is able to meet the changing environment of the City of London and can respond to the diverse requirements of policing
- invest in our information technology making sure our officers and staff have the information and systems to do their jobs
- be innovative and data driven in fighting crime, embracing new technologies such as machine learning and artificial intelligence
- invest in the skills of officers in digital investigations, forensics, intelligence, and insight to improve our performance in reducing crime and bringing offenders to justice, plus how we use technology to improve the service and communication with the communities we serve

Provide an efficient service for our communities and partners
We will:

- Ensure efficient and effective use of our funding and resources to provide best value for money, through single service provision, removing duplication and constantly challenging ourselves to be the best that we can be
- Ensure our processes and systems are effective and efficient to support the needs of our communities, for example by making it easy to report crime or access information
- Ensure our response is tailored to the needs of the communities we serve
- Work collaboratively with our partners in law enforcement and other sectors to ensure the best outcomes for our communities and victims of crime

Our measures of success

These are the measures that we will be held to account against (*note currently being worked up – below are indicative ideas*)

Keeping those who live, work and visit the City safe and feeling safe		Protecting the UK from the threat of economic and cyber crime		Putting the victim at the heart of everything we do	
City of London Police organised crime group (OCGs) disruptions are sustained (with higher proportion of major and moderate disruptions or seek to increase disruptions against higher harm OCGs)	Maintain stakeholder perception that City of London are dealing effectively and efficiently with public order incidents and working with partners enable a timely return to normality	90% of surveyed respondents find it easier to spot a scam following engagement events or direct communications	Educate businesses and communities on threats and risks of economic/cyber crime and measures they can take through protect messaging and events	To maintain baseline levels of 2019/20 with regard to the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online)	National - Improve satisfaction among victims, with a particular focus on victims of domestic abuse
Contribute to planning/testing and exercising at a multiagency level to ensure the City is prepared to respond to Terrorism attacks	Educate City businesses and communities on what to be aware of in relation to Counter Terrorism through in person events and e-learning	Support UK policing to increase the number of judicial outcomes recorded in Fraud cases disseminated by NFIB	A reduction in the number of cyber dependant crimes	Continue to publicise process for multiagency strategy meetings to ensure they are held where appropriate to provide a holistic approach to supporting children that come to police attention.	Through the provision of support and advice reduce the proportion of female victims of violence who withdraw from criminal justice proceedings
Tackling high harm repeat offenders to lower their impact in the City	National - Reduce neighbourhood crime	Maintain good use of serious crime prevention and other ancillary orders to prevent and deter crime	Reduce the number of investigations without an outcome within 2 years of NFIB dissemination	Maintain positive interactions through the mental health street team to refer people in crisis to appropriate services	Achieve a reduction in the percentage of case files failing CPS review
Ensure police make appropriate use of their powers to tackle and deter anti-social behaviour	National - maintain low levels of homicide and crimes involving the discharge of a firearm	Economic Crime Academy delegate training numbers are sustained with 90% satisfaction rate		Maintain agreed contact levels with victims as set out in the Victim's Code of Practice	Maintain a positive outcome rate above the national average for policing
Maintain current national grading in relation to the quality and effectiveness of Project Servator resolution conversations	Roads Policing - Reduce road harm by contributing to local, regional and national days of action and reduction campaigns			Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable	

BACKGROUND INFORMATION

Working collaboratively

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

We have forged alliances with groups such as the Global Cyber Alliance, Homeland Security in the US, the District Attorney's Office in New York and numerous police forces in other jurisdictions (including Interpol), many with the approval of the Home Office and Foreign Office. This helps us to tackle emerging threats relating to organised crime and terrorism, which ultimately benefits the City of London and its citizens.

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

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

It includes our involvement in the Secure City Programme, which aims to future-proof the City of London with cutting edge technology to enhance our security arrangements.

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



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

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

Committee(s): Police Authority Board	Dated: 13 th December 2021
Subject: Provisional Revenue and Capital Budget 2022/23	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	For Information
Report author: Cecilie Booth, Chief Operating and Chief Financial Officer	

Summary

This report sets out the provisional Revenue Budget and Capital Programme for 2022/23, a further report will be presented to Police Authority Board in February 2022 which will include the actual external settlement. The estimated settlement has been used for this report.

The Medium Term Financial Plan (MTFP) has been updated during 2021 through joint working between the Police Authority and the Force. This included a deep dive session to summarise the background for this Board on how the Police MTFP has evolved and set out the future steps for building sustainable Police finances. The updated MTFP was presented to the Police Authority Board in October 2021, showing a deficit of £6.1m.

The total allocated savings requirement is £6.1m, which includes the cumulative MTFP deficits, net increases in legacy/extension costs from Action Fraud, Action Fraud loan rephasing and loss of grants.

The areas identified for the 2022/23 savings tracker, which have been included in this provisional budget, include:

2022/23 Savings plan	£m
Staff reductions / rank ratios through review of Transform TOM	1.00
Assumed increase in Precept Grant from Home Office	1.00
Reallocation of the debt servicing reserve	0.80
21/22 Ringfenced funding from Police Uplift Programme	0.70
Consumables	0.60
Increased use of POCA reserve	0.50
Reduction in average pay costs due to probationer intake for Year 3 PUP	0.50
Overtime linked to Bank of England contract	0.50
Agency staff	0.30
In-year increase of seized assets	0.20
Sub-total	6.10

Work is in progress to close this gap, and a savings tracker is being prepared for 2022/23, taking the above areas into account. The final budget will be presented to Police Authority Board for approval in February 2022.

A Full Cost Recovery model was introduced in 2019, which has been applied to funded units and commercial / non-core activity wherever possible. This approach has provided an improved financial position in a number of areas, and a more sustainable budget going forward.

The Capital Programme is subject to approval of an increased loan facility from the City of London Corporation (CoLC), of £9.2m for 2022/23 to accommodate the additional expenditure on Action Fraud and the Fraud and Cyber Crime Reporting & Analysis Service (FCCRAS). All capital bids are subject to scrutiny and prioritisation at the Force Strategic Finance Board.

Recommendation(s)

That Members note this report and the provisional 2022/23 Revenue Budget and draft Capital Programme and note that a final budget setting report will be presented for approval in February 2022.

Main Report

Background and Current Position

1. The starting point for the 2022/23 revenue budget is based on comparable activity and resourcing levels to the 2021/22 budget with the additions shown separately, with an agreed establishment of:

Table 1

	Officer	Staff	Total
2021/22 Base	892.0	506.0	1,398.0
PUP Year 2 (SOC total)	32.0	-	32.0
NPCC Cybercrime	5.0	1.8	6.8
2021/22 in year changes	4.0	8.3	12.3
Establishment at 31st March 2022	933.0	516.1	1,449.1
Year 3 National Uplift	63.0	-	63.0
1st April 22 Establishment	996.0	516.1	1,512.1

NB Establishment currently excludes potential changes for Bank of England, TfL and HQ / OBS

2. In addition to the establishment posts, the Force also holds a number of additional “non-establishment” post. This includes posts that are externally funded from short-term funding, secondments, temporary cover for vacant posts (non-agency) and apprentices. The number of non-establishment posts vary between 50 and 100 throughout the year.
3. The CoLP share of the 2021/22 Year 3 National uplift is not yet confirmed but expected to be around 63. For the purpose of this report, this is built into the proposed establishment for 2022/23, as shown in Table 1.
4. The NPCC Cyber Portfolio (6.88 FTE) and 32 FTE Police Uplift SOC posts are shown in the overall establishment in Table 1. The Cyber Portfolio team and the Police Uplift SOC posts are funded from specific grants and claimed in arrears from Home Office. Of the 32 SOC posts, 4 will be employed directly by CoLP and the remaining 28 are based in the Regional Organised Crime Units (ROCU).

Revenue Budget for 2021/22 and Projected Outturn

5. The Quarter 2 budget monitoring report presented to the Resource Risk and Estates Committee as well as to this Board in November projected a year end overspend of £1.4m. The additional expenditure relates to additional accommodation and IT costs, recharged from the Corporation. The actual outturn for the current year may change during the final part of the financial year, an updated position for Quarter 3 will be presented to Police Authority Board in February 2022. 22/23 budgetary provision will also be reviewed in line with this.

Proposed Revenue Budget for 2022/23

6. The 2022/23 revenue funding and income is summarised in Table 2 below. Further details are provided in Appendix 1 and details of support services and Capital Charges are shown in Appendix 2 and 4.

Table 2

	£'000	%
Core grant	76,870	46%
Business Rates Premium	19,200	11%
Specific Government Grants	51,996	31%
Partnership Funding	14,302	9%
Fees and charges	3,575	2%
Corporation - Contact Centre	680	0%
Use of Reserves	1,300	1%
Adjustments	(3,880)	
Total Funding and Income	164,044	

7. The items shown in Table 2 above provides the Gross Budget. The Core Grant and the funding from CoLC is held by the Police Authority until the end of the financial year, providing an in-year Net Budget £92.9, after adjusting for capital financing (£1.38m) and Action Fraud loan repayment (£2.5m) totalling £3.88m. These costs have to be shown as negative financing for Local Authority budgeting.
8. Therefore, the Chief Officer Cash Limited Budget is £92.9m.
9. Table 3 summaries the 2021/22 net revenue budget, projected year end outturn and variances and the 2022/23 budget. Underspends / positive variances are shown in brackets:

Table 3

	21/22 Latest Budget	21/22 Actual (Q2 YTD)	21/22 Projected Outturn	21/22 Projected Variance	22/23 Draft Budget
	£m	£m	£m	£m	£m
Pay					
Officers	60.5	29.9	60.9	0.4	65.5
Staff	26.6	12.8	26.1	(0.5)	26.3
Overtime	2.2	0.9	1.9	(0.2)	2.1
Agency	1.1	0.8	1.0	(0.1)	0.8
Indirect employee costs	2.2	0.9	2.2	0.0	2.2
Pensions Contrib.	23.0	0.0	23.0	0.0	23.0
Total Pay	115.5	45.3	115.1	(0.5)	119.9
Non-Pay					
Premise Costs	2.7	2.6	3.6	0.9	2.7
Transport Costs	2.2	0.2	2.4	0.2	2.4
Supplies and Services	21.1	10.0	21.3	0.2	26.2
Third Party Payment	2.0	1.6	2.2	0.2	2.2
Recharges from CoLC	3.1	0.1	3.1	0.0	3.1
IT cost - paid to COLC	6.7	0.0	7.4	0.7	7.6
Non-Pay	37.6	14.4	39.8	2.2	44.1
Total Expenditure	153.2	59.7	154.9	1.7	164.0

10. The officer and staff budgets include the establishment shown in Table 1 above, with a vacancy factor costed at £2.5m (approximately 40 posts across the board). The vacancy factor is based on historical attrition levels.

11. Although the premises budget has been adjusted for the closure of Snow Hill and Wood Street (£1.1m), and the addition of New Street (£1.1m), there remains a budget pressure of c.£1.0m of additional business rates and City Surveyors recharges. The provisional budget currently assumes a successful appeal on business rates and reduction in recharges.

12. Transport Costs includes the cost of ATOC scheme. Officer contributions are subject to annual review, therefore 2022/23 contribution is subject to consultation and has not yet been agreed. The updated position will be presented to Police Authority Board in February 2022

13. A breakdown of the £26.2m Supplies and Services budget is shown in Appendix 3. The increase from 2021/22 is mainly due to the increase in the Action Fraud contract of £5m which is only partially offset by the funding from Home Office.
14. As shown in Table 3 above, the pay budget increased from £115.5m in 2021/22 to £119.9m in 2022/23. The main reasons for this are:
- Inclusion of the Year 3 National Uplift posts – 63 FTE (provisional budget provides £2.8m for pay plus £1.5m 'on-costs' for uniforms, IT, ATOC, overtime)
 - Combined pay and progression – 3% for Officers pa and 2% pa for staff
 - Vacancy factor of £2.5m across the workforce, which equates to approximately 40 vacancies.
15. To accommodate an extension to the procurement of the new Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) the current contract for the provision of the Action Fraud service has been extended. A Deed of Variation has been agreed but there remains a substantial full year increase in cost of £4.8m. This can be partially funded from additional Home Office funding to assist with this pressure, and the drawdown of reserves, but a £2.2m pressure remains which forms part of the £6.1m MTFP deficit

Income

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

Table 4 - 2022/23 Income and Funding Streams

	£'m
Core grant, Business Rates Reserves	94.2
<i>of which;</i>	
Home Office	76.9
Business Rates Premium	19.2
Corporation - Contact Centre	0.7
Use of reserves	1.3
Total Funding	98.1

Less	
Capital priorities financing	(1.0)
AF loan repayment	(2.5)
ULEZ loan repayment	(0.4)
	94.2

	£'m
Government Grant	52.00
Pension Grants	23.00
Action Fraud / NFIB	13.88
Tactical Firearms Group	5.22
Economic Crime Capability	2.65
NLF	2.30
NCSP ECVCU	2.24
National Cyber Security Programme - out of hours	1.02
Project Servator	0.76
NCSP – Protect	0.39
CTSA	0.18
CT Prevent	0.13
Marine Support	0.13
Other	0.09

Partnerships	14.30
Association of British Insurers	4.39
UK payments administration LTD	2.74
TFL Recharge (NB this may reduce)	2.24
Intellectual Property Office	2.09
Cyber Griffin	0.70
Salaries recharged to Capital Projects	0.53
Lloyds	0.42
Fraud Northern Hub	0.35
Tactical Firearms Group	0.30
Force Tasking	0.30
Bloomberg sponsorship	0.10
Tower Bridge enforcement recharge	0.09
Interpol Secondment	0.05
Volunteer Police Cadets	0.01

Fees and charges	3.58
ECD - Economic Crime Academy	1.00
POCA	1.00
International Training	0.56
Other	0.32
Recovery of Court costs	0.14
UK Road Offender Education	0.14
Information Management	0.11
Misc Training	0.10
Police Memorabilia	0.10
TFG Training	0.10

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

Capital Programme

17. The Force Capital Strategy supports both the CoLP and the Corporation's priorities and ambitions for policing in the City. The proposed capital programme has been developed within this strategy to ensure that the decision-making and prioritisation are robust; the programme is affordable and deliverable and maximises the use of the Force's assets.
18. The capital programme has been developed through outline and detailed business cases. To ensure that capital expenditure is aligned to key priorities and ambitions, business cases are robustly reviewed and challenged by CoLP's Change Portfolio Board, the Capital Programme Group and then the Strategic Finance Board.
19. There are broadly two elements to the CoLP capital Programme. The first are large strategic schemes that are delivered in conjunction with the Corporation, such as the Secure City Programme and the Accommodation Strategy. There are also a few legacy projects that predate 2020/21 and are funded by the Corporation. The second element are those capital schemes developed and managed by CoLP. In the first instance, the ring-fenced capital element within the Home Office Grant, which totals £0.1m, is applied and then revenue budget contribution of £0.3m. Since 2020/21 these projects are funded from a loan facility from the Corporation, capped at £5m per year. The revenue budget makes provision for principal and interest repayment.

Loan Funded Capital

20. The proposed three-year Capital Programme totals £14.8m, of which £7.2m is in 2022/23. This is in excess of the agreed £5m annual loan facility, which will put increased pressure onto the CoLP revenue budget in future years. A summary is shown in Table 5 below and the detailed Capital programme can be found in Appendix 4. The budget approved for 2021/22 by the Police Authority Board in January 2021 is shown for comparative purposes.

Table 5 Summary of Capital Programme 2022 to 2025

	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000
IT	3,890	1,388	2,107	0	3,494
Fleet	706	725	250	250	1,225
Accommodation	350	50	10	0	60
Action Fraud/ FCCRAS	0	5,000	5,000	0	10,000
Total	4,946	7,163	7,367	250	14,779

21. The capital programme shown in Appendix 4 provides the detail of each scheme, its budget for each year and how each scheme meets the Force's and

Corporation's priorities. Apart for the significant investment in FCCRAS, there are no new projects to be added to the programme, although the priorities have been reviewed by internal boards. This has led to some reprofiling and a reduction in the budget required in future years, all of which is intended to create an environment which supports timely delivery of priorities and lessens the risk of capital slippage. Loan funded IT, Fleet and Accommodation are included in the 2021 to 2025 capital programme and have been robustly reviewed and, re-profiled as required.

22. The largest element of the capital programme is IT related. This reflects the ambition to use state of the art technology to protect the City; the modernisation of policing nationally and the need to invest to support policies and programmes of the Home Office and National Police Chiefs' Council.
23. The best value solution to these IT projects will largely be determined during the procurement process. In some cases the solution includes on-going revenue rather than one-off capital expenditure. As the Capital Finance Regulations prohibit the funding of revenue expenditure from capital sources, this will put further pressure on the revenue budget, e.g. for cloud storage.
24. The Capital Programme includes an annual element for fleet replacement, and for 2022/23, CoLP is also investing in electric motorcycles and the replacement of the Horse Box.
25. There is also a requirement to maintain the current estate, and a small capital budget is allocated for this purpose.
26. The Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) is the next generation of Action Fraud and is a major project for the CoLP acting as the Lead Force nationally. The project is expected to go live in 2024 and there is significant investment in the design and build of the new service and its systems. The total capital investment is forecast to be £30m, with the Home Office providing £20m through capital grants. The Outline Business Case included a capital contribution of £10m across two years from the Corporation / CoLP. If CoLP is required to fund this investment, there would need to be an increase in the loan facility, and there would be an additional pressure on the revenue budget to service this additional borrowing.
27. To accommodate the FCCRAS project, the contract with the current provider has been extended. As a part of the Deed of Variation for this extension CoLP have spent £2m in the 2021/22 financial year to fund a refresh of the systems and ensure their stability and security. This capital expenditure was in addition to the capital programme and approved by the Police Authority Board at its meeting in March 2021. However, there has been no extra capital funding for the Action Fraud refresh; it is funded in the current year by slippage on other projects. However, as these projects will be completed in 2022/23, funding will be required to meet the capital costs. This will require an additional £2m of loan funding in 2022/23.

28. Table 6 shows the capital funding required each year. The funding for 2021/22 is shown as a comparator. Due to the inclusion of the Action Fraud capital refresh, and the capital requirement of FCCRAS, the loan facility would need to be increased to £9.2m.

Table 6 Funding of Capital Programme 2021 to 2025

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000
Home Office grant	100	100	30	0	130
Revenue contribution to capital	300	300	300	250	850
Loan funding - Annual facility	4,546	1,763	2,037	0	3,799
- FCCRAS		5,000	5,000	0	10,000
Sub total	4,946	7,163	7,367	250	14,779
Loan funding for Action Fraud Refresh		2,000			2,000
Total	4,946	9,163	7,367	250	16,779

Corporation Funded capital

29. There are two major strategic police projects that are funded by the Corporation. These are the Accommodation Programme and Secure City Programme.

30. There has been £42m of Corporation capital investment in the Police Accommodation Decant programme, which is now complete apart from provision of Mounted Unit accommodation. The future Police Accommodation Strategy (PAS) will in the main be delivered through the Salisbury Square Development (SSD) Programme and its funding. There are, however, some Police accommodation requirements falling outside of SSD, for which location and funding need to be resolved.

31. The Secure City Programme (SCP) seeks to establish a stable security platform and capability that is commensurate with the needs of modern-day security and services across the City. The current surveillance capability is largely beyond end-of-life and no longer fit for purpose. It is a 3-year programme through to end-22/23, involving £28m capital investment to replace and upgrade to a more intelligent, digital infrastructure. A provisional Corporation funding strategy is also in place for the downstream operational cost implications.

32. The Emergency Services Mobile Communications Programme (ESMCP) is a large nationwide Home Office project to update the mobile communications network and devices for all emergency services. The project has suffered a series of delays and the current estimate is that the project will start to roll out from the 2023/24 financial year. The headline capital cost to CoLP, without Home Office financial support is expected to be in the region of £8m. However,

until more information is available from the home Office the amount and timing remain uncertain. CoLP currently have an approved budget of £1.8m to cover the preparation costs for ESMCP.

33. The capital programme fully aligns with the Transform model and supports the Target Operating Model. This includes the projects that are to meet national and local priorities

Transform

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

The following high-level benefits were agreed:

- Improved effectiveness
 - Improved efficiency
 - Improved legitimacy
35. The programme has progressed through six strands of work which collectively encompass the force's policing services; they are: *Intelligence Services; Contact and Resolution Services; Response Services; Investigation Services; Prevention / Reassurance / Engagement Services (PRE) Services; and Support and Enabling Services.*
36. The financial implications (savings) identified through the Transform Programme will continue to be incorporated in the 2022/23 Savings Tracker. A working party remains in place to oversee and monitor the Savings Tracker, and regular updates will be presented to Members via the quarterly budget monitoring reports.
37. The areas identified for the 2022/23 savings tracker include:
- Staff reductions/rank ratios
 - Reallocation of the debt servicing reserve
 - Use of POCA reserve for one-off crime prevention
 - Increase in Police Precept Grant
 - Average salary reductions
 - Increased seized assets
 - Reduction in Overtime and Agency budget

Reserves

38. The Police reserves position for 21/22 is summarised in Table 7 below. It will be updated for 22/23 for the final budget report to PAB in February 2022.

Table 7

	21/22 Opening Balance £'m	21/22 Projected Spend £'m	21/22 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	(0.5)	0.0	(0.5)
Reserve	(0.4)	0.4	0.0
Earmarked Reserve - COVID 19	(1.0)	0.0	(1.0)
General Reserve	(7.1)	3.8	(3.3)
Total			

39. The opening balance at the start of 21/22 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.

40. It is anticipated that the Action Fraud Reserve will be fully utilised by end-21/22.

41. It is anticipated around £1.7m POCA reserve will remain in place at the end of the 2021/22 financial year.

Cecilie Booth

Chief Finance and Operating Officer

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Revenue Budgets 2021/22 to 2022/23

	21/22 Latest Budget	21/22 Actual (Q2 YTD)	21/22 Projected Outturn	21/22 Projected Variance	22/23 Draft Budget
	£m	£m	£m	£m	£m
Pay					
Officers	60.5	29.9	60.9	0.4	65.5
Staff	26.6	12.8	26.1	(0.5)	26.3
Overtime	2.2	0.9	1.9	(0.2)	2.1
Agency	1.1	0.8	1.0	(0.1)	0.8
Indirect employee costs	2.2	0.9	2.2	0.0	2.2
Pensions Contrib.	23.0	0.0	23.0	0.0	23.0
Total Pay	115.5	45.3	115.1	(0.5)	119.9
Non-Pay					
Premise Costs	2.7	2.6	3.6	0.9	2.7
Transport Costs	2.2	0.2	2.4	0.2	2.4
Supplies and Services	21.1	10.0	21.3	0.2	26.2
Third Party Payment	2.0	1.6	2.2	0.2	2.2
Recharges from CoLC	3.1	0.1	3.1	0.0	3.1
IT cost - paid to COLC	6.7	0.0	7.4	0.7	7.6
Non-Pay	37.6	14.4	39.8	2.2	44.1
Total Expenditure	153.2	59.7	154.9	1.7	164.0
Income					
Specific Grant	(49.8)	(23.5)	(49.8)	0.0	(52.0)
Partnership	(13.8)	(2.9)	(14.2)	(0.4)	(14.3)
Fees & Charges	(4.3)	(1.5)	(4.2)	0.1	(3.6)
Total Income	(67.9)	(27.9)	(68.2)	(0.3)	(69.9)
Funding	(85.3)	(42.6)	(85.3)	0.0	(92.9)
Use of reserves	0.0	0.0	0.0	0.0	(1.3)
Underlying Deficit	0.0	(10.8)	1.4	1.4	0.0

The £1.3m use of reserves assumption is based on £0.5m from POCA and £0.8m from capital financing.

Support Services and Capital Charges

Support Services & Capital Charges from/to Police Committee	Original Budget 2021/22 £'000	Draft Budget 2022/23 £'000	Note Ref
Support Services and Capital Charges			
City Surveyor's Employee Recharge	125	125	
Insurance	409	409	
IT Recharges – Chamberlain	279	279	
Capital Charges	5,655	5,655	
Capital Contrs	-5,590	-5,590	
Notional capital charges	0	0	
Admin Buildings	1,245	1,245	(i)
Support Services	1,138	1,138	(ii)
Total	3,261	3,261	
Recharges Within Fund			
Licence fees – Port Health & Environmental Services Committee	18	18	
Total	18	18	
Recharges Across Funds			
Heating Recharge - Finance - Guildhall Admin	90	90	
Policing the Bridges	-305	-305	
Remembrancer's Recharge - Policy & Resources - City's Cash	28	28	
Total	-187	-187	
TOTAL POLICE COMMITTEE	3,092	3,092	

Notes:

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

Supplies and Services analysis

Category	21/22 Latest Budget £'m	21/22 Q2 YTD Actual £'m	21/22 Projecte d Outturn £'m	21/22 Projecte d Variance £'m	22/23 Draft Budget £'m
Action Fraud	6.9	4.6	7.1	0.2	12.1
Professional Fees	6.1	1.8	5.9	(0.1)	5.9
Equipment	2.1	0.5	1.4	(0.8)	2.1
Economic Crime Capability	1.9	0.4	1.4	(0.5)	1.4
Other/Misc.	1.1	1.5	2.1	1.0	1.1
Computer Licences	0.5	0.4	0.7	0.2	0.6
Uniforms/Clothing	0.5	0.0	0.5	(0.0)	0.5
Medical Fees	0.3	0.1	0.3	0.0	0.3
Subsistence (not training related)	0.3	0.2	0.4	0.1	0.3
Legal Fees/Costs	0.2	0.2	0.4	0.2	0.2
Internet/Web	0.2	(0.1)	0.3	0.1	0.2
Consultants Fees	0.2	0.2	0.3	0.1	0.4
Mobile Phones	0.2	0.1	0.2	0.0	0.1
Catering	0.2	0.0	0.0	(0.1)	0.2
Internal Legal Fees	0.1	0.1	0.1	0.0	0.1
Management Fees	0.1	0.0	0.1	(0.1)	0.1
Storage/Removal Fees	0.1	0.0	0.1	(0.0)	0.1
Grants/Donations to Voluntary and Other Organisations	0.1	0.0	0.0	(0.1)	0.1
Licences	0.0	0.0	0.0	0.0	0.1
Security	0.0	0.0	0.0	0.0	0.2
	21.1	10.0	21.3	0.2	26.2

Capital Programme 2022 to 2025

CoLP Programme	Capital - Loan Funded	Programme Budget 2020-2025 £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	Total 2022-2025 Budget £'000	Scheme Description	CoLP and Corporation Priorities
IT Related								
Digital Projects	& IT	5,180.0	850.0	1,399.6	0.0	2,249.6	Multi Year IT & Digital capital programme. The projects within the programme are continually reviewed to ensure they are high priority, fit for purpose with revised implementation dates. Some of the key areas are: Digital First for submission and transfer of evidential material digitally, digital tools for carrying out investigation and intelligence; digital public contact programme and Home Office Biometrics	Use state of the art technology to protect the City of London
Command Control		770.0	250.0	0.0	0.0	250.0	The capital cost of developing the Command & Control centre, which is central to the delivery of operational capability in the City of London and Pan-London in partnership with the MPS and British Transport Police	<ul style="list-style-type: none"> - To make the City of London the safest city area in the world - To build new ethical economic partnerships. - To be a police force with global influence and impact. - Innovative, skilled and agile workforce in a culture that supports and empowers our people.
National Law Enforcement Data Programme		684.0	0.0	342.0	0.0	342.0	The Police National Computer (PNC) is to be replaced with the Law Enforcement Data Service in 2021. All police forces require access to PNC.	- Home Office/ Legislative requirement

HOLMES upgrade	150.0	0.0	75.0	0.0	75.0	HOLMES is the Home Office Large Major Enquiry System, is a mandatory police system for homicide investigations and major incidents (Casualty Bureau.)	- Home Office/ Legislative requirement
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CoLP Capital Programme - Loan Funded	Programme Budget 2020-2025 £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	Total 2022-2025 Budget £'000	Scheme Description	CoLP and Corporation Priorities
Surveillance Equipment	885.0	150.0	70.0	0.0	220.0	<p>1. To replace surveillance equipment that is approaching or has reached its end of life.</p> <p>2. To establish new surveillance capabilities in response to advancing technology and new opportunities to gather evidence and intelligence efficiently and effectively.</p>	<p>- Serious Organised Crime</p> <p>- Counter Terror</p> <p>- To make the City of London the safest city area in the world</p>
Airwave Barbican Coverage	200.0	20.0	0.0	0.0	20.0	<p>Poor airwave connections to areas of the Barbican estate cause delays and inefficiencies to communications between uniformed officers and control. This can result in difficulty in advising officers on the ground of threat and crime activity detail and can subsequently lead to an increased risk to officers and the public</p>	<p>- Neighbourhood Policing</p> <p>- To make the City of London the safest city area in the world</p>
Azure Migration	800.0	80.0	0.0	0.0	80.0	<p>The CoLP IT Strategy is to move to cloud first and remove on Premise Infrastructure. Applications Infrastructure Migrations have already begun for both IAAS Servers located with Agilisys datacentres to the CoLP Azure Microsoft Platform</p>	<p>- Use state of the art technology to protect the City of London</p>

CoLP Programme Loan	Capital Funded	Programme Budget 2020-2025 £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	Total 2022-2025 Budget £'000	Scheme Description	CoLP and Corporation Priorities
In-car audio/video		440.0	0.0	220.0	0.0	220.0	To equip our vehicle fleet with in vehicle audio/video capabilities that integrates with body worn video of individual officers. This facility has previously been provided in ARVs and Traffic cars through a Cleartone system that integrates an ANPR functionality to the audio/video capabilities, which is now life expired , and provides limited functionality	- Use state of the art technology to protect the City of London - To make the City of London the safest city area in the world
Law Enforcement Community Network		125.0	12.5	0.0	0.0	12.5	- Replacement of critical end of life components for core services. The force needs to maintain access to national law enforcement systems and must comply with the direction and timescale for replacement of the PSNfP	- Home Office/ Legislative requirement
Software defined wide area network replacement		250.0	25.0	0.0	0.0	25.0	The project will replace critical technology nearing end of life, and as such remove risk and technical debt. The project investment is in more modern solutions.	- Use state of the art technology to protect the City of London
Fleet								
Vehicle Replacement Project	Fleet	1,000.0	250.0	250.0	250.0	750.0	Rolling programme of replacement for ULEZ Compliant vehicles	- To make the City of London the safest city area in the world

CoLP Programme Loan Funded	Capital -	Programme Budget 2020-2025	2022/23 Budget	2023/24 Budget	2024/25 Budget	Total 2022-2025 Budget	Scheme Description	CoLP and Corporation Priorities
		£'000	£'000	£'000	£'000	£'000		
Electric Motorcycles		471.0	235.0	0.0	0.0	235.0	The Transform design outlines how motorcycles will play a greater role in routine patrolling and requires a greater role for the smaller Response teams envisaged under the 24/7 design strand of Local Policing, and sets out our ambition to sustain and further develop our VIP Escort (VIPEX) capability, including the potential (in time) to arm this capability.	- Violent and acquisitive crime - Use state of the art technology to protect the City of London - To make the City of London the safest city area in the world
Horse Box Replacement		240.0	240.0	0.0	0.0	240.0	The Mounted Branch provides a consistent and disproportionate level of Counter Terrorism patrolling within the City. The Emergency Services grace period for ULEZ Compliance ends in 2022 and to support animal welfare incorporating recent lessons from other police mounted branches.	- To make the City of London the safest city area in the world
Accommodation								
Essential estate / security upgrades		185.0	25.0	10.0	0.0	35.0	Cyclical repairs and maintained which can be capitalised. The Force will remain in these buildings for some time to come as part of the Accommodation Programme	- Maintaining the physical and operational capability of the Police estate
Bishopsgate Armoury		250.0	25.0	0.0	0.0	25.0	Establish a new compliant / secure armoury within the Bishopsgate facility in response to armoury inspection.	- Home Office/ Legislative requirement
Action Fraud/ FCCRAS								

CoLP Capital Programme - Loan Funded	Programme Budget 2020-2025 £'000	2022/23 Budget £'000	2023/24 Budget £'000	2024/25 Budget £'000	Total 2022-2025 Budget £'000	Scheme Description	CoLP and Corporation Priorities
Action Fraud	2,000.0	0.0	0.0	0.0	0.0		
Col/CoLP funded FCCRAS	0.0	5,000.0	5,000.0	0.0	10,000.0	The Fraud & Cyber Crime Reporting & Analysis Service is lead force project by the City of London. The Project is attracting substantial Home Office funding and requires a contribution from CoLP / Corporation for the design and build of the new system	<ul style="list-style-type: none"> -Use state of the art technology to protect the City of London - To build new ethical economic partnerships. - Develop innovative public and private partnerships that benefit the City of London and lead to new ways of working.
Total Funded Programme	13,630.0	7,162.5	7,366.6	250.0	14,779.1		

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