



City of London Police Authority Board

Date: WEDNESDAY, 16 FEBRUARY 2022

Time: 10.00 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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Accessing the virtual public meeting

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<https://youtu.be/-BfCSL0cads>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 27 January 2022.

For Decision
(Pages 7 - 12)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 13 - 14)

5. **CHAIR'S PUBLIC UPDATE**

The Chair to be heard.

For Information
(Verbal Report)

6. **COMMISSIONER'S UPDATE**

Commissioner & Chief Officers to be heard.

a) **National Lead Force Update**

b) **Local Policing Update**

For Information
(Verbal Report)

7. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE***

Report of the Commissioner.

For Information
(Pages 15 - 32)

8. **UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) ACTIVITY***

Report of the Commissioner.

For Information
(Pages 33 - 42)

9. **Q3 REVENUE AND CAPITAL BUDGET MONITORING 2021/22***

Report of the Commissioner.

For Information
(Pages 43 - 64)

10. **POLICE AUTHORITY BUSINESS PLAN**

Report of the Police Authority Director.

For Information
(To Follow)

11. **POLICE AUTHORITY RISK REGISTER**

Report of the Police Authority Director.

For Information
(To Follow)

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

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

14. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 27 January 2022.

For Decision
(Pages 65 - 68)

16. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 69 - 70)

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

The Chair to be heard.

For Information
(Verbal Report)

18. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

- a) **National Lead Force** (Verbal Report)
- b) **Local Policing Update** (Verbal Report)

For Information
(Verbal Report)

19. **COLP REVENUE AND CAPITAL BUDGET 2022/23***

Report of the Commissioner.

For Decision
(Pages 71 - 92)

20. **GW6: RING OF STEEL COMPLIANCE AND STABILISATION**

Report of the Commissioner.

For Decision
(Pages 93 - 216)

21. **GW2: COMMAND AND CONTROL- REQUEST FOR DELEGATED AUTHORITY**

Report of the Commissioner.

For Decision
(Pages 217 - 234)

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

23. **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

24. TARGET OPERATING MODEL UPDATE

Police Authority Director to be heard.

For Information
(Verbal Report)

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CITY OF LONDON POLICE AUTHORITY BOARD **Thursday, 27 January 2022**

Minutes of the meeting of the City of London Police Authority Board held at
Committee Rooms, 2nd Floor, West Wing, Guildhall, London, EC2V 7HH on
Thursday, 27 January 2022 at 1.45 pm

Present

Members:

Deputy James Thomson (Chair)
Munsur Ali
Douglas Barrow
Deputy Keith Bottomley
Alderman Professor Emma Edhem
Alderman Timothy Hailes
Graham Packham
Dawn Wright
Sir Craig Mackey (External Member)
Deborah Oliver (External Member)

Officers:

Simon Latham	- Director, Police Authority
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
Matt Pitt	- City Surveyor's Department
Ian Hughes	- Department of Environment
Emma Moore	- Chief Operating Officer
Charlie Pearce	- Chief Operating Officer's Department

City of London Police:

Angela McLaren	- Commissioner, City of London Police
Paul Betts	- Assistant Commissioner
Pete O'Doherty	- Assistant Commissioner
David Evans	- City of London Police
Chris Bell	- City of London Police
Kevin Ives	- City of London Police
Alix Newbold	- City of London Police
Martin O'Regan	- City of London Police
Rob Atkin	- City of London Police
Hayley Williams	- City of London Police

Observing

Michael Mitchell	External Member, Professional Standards & Integrity (Police) Committee
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1. **APOLOGIES**

The Chair welcomed the two new Assistant Commissioners, Paul Betts and Pete O'Doherty. The Chair also announced that Alix Newbold would be acting as Director of the Police Authority Team from February during Simon Latham's temporary leave.

Apologies were received from the Deputy Chair, Tijs Broeke and Nick Bensted-Smith. Caroline Addy and Andrew Lentin observed the meeting virtually.

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 13 December 2021, be approved.

4. **OUTSTANDING REFERENCES**

Members received a joint report of the Commissioner and Town Clerk regarding the Board's public outstanding references.

RESOLVED, that the report be noted.

5. **CHAIR'S PUBLIC UPDATE**

Members received a verbal update of the Chair, who updated the Board on:

- APCC review of police funding formulas with the Home Office and flagging issues unique to the City of London Police (e.g. small residential population)
- Engagement with PCCs on Economic & Cyber Crime, including monthly updates.
- Engaging with local residents and businesses via the Cluster Panels within Sector Policing.

RESOLVED, that the update be noted.

6. **COMMISSIONER'S UPDATE**

Members received a verbal update of the Commissioner, who covered the following points:

- Introduction of the two new Assistant Commissioners and further staffing changes (Commanders, Chief Finance Officer and Director of the Police Authority Team)
- The Commissioner and Board wished to thank the T/Commanders Blackburn and Evans for their contributions over a long and challenging period.
- Counter Terrorism threat remained at severe.
- There had been no large-scale public order issues since the last meeting although at one point the Benbow agreement was engaged to assist with

ensuring commuters had maintained access to travel networks around a recent football match.

- Violence against Women and Girls was an area of continued focus and the Force was working on delivering the national strategy by building trust and confidence, relentlessly pursuing offenders and making safer spaces.
- The Christmas Campaign had been successful.
- Dedicated Ward Officers were focussed on bike theft.
- The Cluster panels had commenced and had engaged a cross section of the locality (residents, businesses, faith leaders). Plans were put in place to feedback to those who raised questions at the panels.
- An example of successful intervention on an attempted office break-in was described. The offenders were then traced back to several crimes and had been charged.
- The Commissioner commended the work of an officer who, whilst off duty, assisted a member of the public suffering a heart attack on Christmas Eve. The individual survived due to the commendable action of the officer and further by-stander.

RESOLVED, that the update be noted.

7. NATIONAL LEAD FORCE

Members received a verbal update of the Commissioner regarding National Lead Force:

- Action Fraud Customer satisfaction rate was high, although there was still a distinction drawn between satisfaction and confidence.
- The Chat Bot that had been introduced at the end of 2021 was proving successful, driving efficiencies. It was made clear to website visitors that they were talking to a 'bot' rather than a person. A question was raised on the sentiment analysis of the chat bot. It would be monitored on an ongoing basis and updates brought as appropriate.
- The Force had provided interventions on 25 occasions to help those who had suffered mental health issues after becoming victims of fraud and safely achieved some self-resolution.
- A Member requested that the Force put some effort into refocusing on Hajj Fraud as now that people were more confident about travelling, this may become more prevalent again. He offered to assist the Force in doing more to promote the good work around this.

RESOLVED, that the update be noted.

8. ANTI-TERRORISM TRAFFIC REGULATION ORDER

Members received a report of the Director of the Environment concerning the Anti-Terrorism Traffic Regulation Order (ATTRO).

The Board felt that the annual report demonstrated the Order had been used sparingly and judiciously. However, following a question raised about the processes in place to ensure the order was not abused, clarity was sought on

whether the Chair of the Board was to be formally consulted on its use as a matter of course, in the future.(1/2022/P).

Members were informed that the ATTRO would be used for the Platinum Jubilee celebrations. The Commissioner noted that maintenance of the Order in its current form was essential to provide the appropriate protection to the City Community.

RESOLVED, that the report be noted.

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

There were no questions.

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

There was one item of urgent business.

a) Draft Policing Plan 2022 - 2025

Members received a report of the Commissioner regarding the draft Policing Plan 2022-2025. The Commissioner explained that this was a draft Plan and the final version would come for approval at the February Board meeting and invited comments. She added that the People section needed to be strengthened, particularly in relation to Equality, Diversity and Inclusion (EDI) and professionalism and additionally more work was required on the Efficiency and Effectiveness section

- Elements of the plan on a page were intentionally repeated in order to drive the main message.
- Members suggested that more positive messaging be included about achievements,, rather than just focusing on areas in need of improvement. It was suggested that this could be brought out in the Chairs and Commissioner's Foreword at the beginning of the document.
- Following recent pilots in London Boroughs, Officers confirmed that there was no plan to change the City of London Police's response to the sale and use of drugs. The City of London Police work closely with associated agencies in this area, including diversion and rehabilitation and this approach was supported by the custody and sector policing teams. Most Class A drug arrests were associated with the Night-Time Economy.
- Members sought a greater distinction between success measures and targets. For example, "increase percentage" or "improve" should be quantified even if lacking a baseline. A fuller report on these measurables were due at the SPPC and would feed into the final version.
- The goal to have a 100% ULEZ compliant fleet did not include the horsebox. This was because it would take up to two years for the replacement to arrive (if purchased that day). Furthermore, the final choice on accommodation for the mounted unit may inform the type of vehicle needed.

- Some photographs were repeated – which Members requested be addressed.
- The Authority Board hoped to identify a victim lead, ideally the Chair of SPPC.
- The Chair touched upon the Safer City Partnership and how the plan can feed into that relationship.
- A clearer section on EDI was sought by Members.

RESOLVED, that the report be noted.

11. **EXCLUSION OF THE PUBLIC**

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

12. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 13 December 2021, be approved as an accurate record.

13. **NON-PUBLIC OUTSTANDING REFERENCES**

Members received a joint report of the Commissioner and Town Clerk regarding the Board's Non-Public outstanding references.

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

There was no update.

15. **COMMISSIONER'S UPDATES**

The Commissioner provided a non-public update on policing activity to the Board.

16. **NATIONAL LEAD FORCE**

The Commissioner provided a verbal update on the National Lead Force policing activity.

17. **DEEP DIVE REPORT - CITY OF LONDON POLICE**

Members received a joint report of the Commissioner and Chamberlain regarding the City of London Police Financial Deep Dive.

18. **POLICE ACCOMMODATION PROGRAMME UPDATE REPORT**

Members received a joint report of the Commissioner and City Surveyor regarding the City of London Police accommodation programme.

19. **WAIVER REPORT - COLP TRAINING IN FRAUD PREVENTION**

Members considered a report of the Commissioner regarding a procurement waiver– CoLP Training in Fraud Prevention.

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

There were no questions.

21. **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 confidential urgent business.

22. **CONFIDENTIAL MINUTES**

RESOLVED, that the confidential minutes of the meeting held on 13 December 2021, be approved as an accurate record.

The meeting ended at 3.31 pm

Chairman

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

City of London Police Authority Board – Public Outstanding References

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 18 February 2022
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- Options for internal staff surveys have been researched and presentation to the Chief Officer Team is taking place. Further developments will be subject to their direction. A further update to Members will be provided once a decision has been made in Force by the Chief Officer Team.
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	Complete- An update on VAWG activity is on the agenda- (it has already been to SPPC on the 7 Feb and is also due to the PSIC on the 18 Feb.
1/2022/P	27 January 2022 Item 8 – ATTRO	Ensure that notification of the Chair of the Board when the ATTRO is going to be used, be formalised.	Commissioner Director of the Environment	In Progress- DoE reports that there is a protocol around what happens when a request for use of the ATTRO comes in, so the intention is to update it to make sure this requirement is noted. The Force is also reviewing this process to ensure this happens.

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Committee(s): Strategic Planning and Performance Committee Police Authority Board	Dated: 7 th February 2022 16 th February 2022
Subject: Quarterly Community Engagement Update	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 Pol 10-22	For Information
Report authors: HQ, Sector Policing, Specialist Operations	

Summary

This report provides the quarterly update (October to December 2021) on engagement taking place across the City of London Police area within the following areas: (1) Counter Terrorism (CT) and Prevent; (2) Safeguarding the Vulnerable; (3) PREVENTion of Fraud and Cyber Crime; (4) Anti-Social Behaviour (ASB) and Sector Policing; (5) Engagement with the Independent Advisory and Scrutiny Group (IASG)

- 1. Counter Terrorism and Prevent:** Work within CT continues and although at the start of this period face to face Prevent training sessions increased as more staff returned to the workplace, this again started to decrease in December with many following government guidelines and commencing working from home again.
- 2. Safeguarding the Vulnerable:** The Public Protection Unit (PPU) has focussed on 'staying safe in the City'. PPU, COL Community Safety Team and the Vulnerable Victim Advocate have rolled out a number of sessions to City businesses with a view to improve confidence and enhance the knowledge and understanding of those attending. This has been coupled with a relaunch of the 'Ask for Angela' campaign.
- 3. PREVENTion of Fraud and Cyber Crime:** December marks the end of a very successful year for Cyber Griffin. In 2021, the programme trained more than 10,000 people and partnered with 180 new businesses. For Fraud, a bespoke high-harm romance fraud investigation guide has been sent out to all forces and regions in England and Wales.
- 4. ASB and Sector Policing:** . Compared to the same months in 2020, this is a 33% increase in ASB reports in 2020-21, however as with Crime comparing

to 2020 is problematic owing to the various periods of restrictions so, when compared to 2019, the last normal operational year, there has been a decrease of 22%. Engagement by the Dedicated Ward Officers continues with a number of initiatives.

5. **Independent Advisory Scrutiny Group (IASG) Engagement:** IASG members continue to provide constructive advice to the Force in respect of both National and Local matters, including operations and events where there is propensity for community impact/tension/sentiment and on specific promotion and selection processes. Plans are underway to introduce a Youth Independent Advisory Group (YIAG), which will be administered by the Partnership and Prevention Hub (P&P Hub).
6. There are also brief updates on engagement around recruitment, partnership working with CoL and Integrated Offender Management.

Recommendation

Members are asked to note the report.

Main Report

1. Counter Terrorism and Prevent

PREVENT

Referrals

- 1.0 The Prevent team has received no new Prevent referrals during this period. Of our two remaining cases (rough sleepers), one has been transferred to the Metropolitan Police Prevent Team @ Newham to manage as the individual has been provided with accommodation in their area. The second is still being managed by the CoLP and CoL. This individual has made excellent progress and continues to engage with the outreach teams. As such, it is looking likely that this case will be closed/monitored in the coming weeks pending Chanel Panel approval.

Prevent awareness sessions, meetings / media and stalls:

- 1.1 Although at the start of this period, face to face Prevent training sessions increased as more staff returned to the workplace following Covid-19 absences, face to face sessions started to decrease again in December with many following government guidelines and commencing working from home in totality again. The Prevent team continue to engage with the CoLP Vulnerability Working Group (VWG) as the 14th strand of vulnerability to ensure radicalisation is considered in all areas of policing.

- 1.2 The Prevent team are in regular contact with the Counter Terrorism Policing HQ National Prevent team via conference calls and e-mails. The Prevent coordinator attends a national co-ordinators meeting bi-weekly, and a weekly London regional meeting to ensure awareness and engagement with regional and national teams, products and processes.

Stalls/Engagement

- 1.3 Stalls/in person engagement was starting to increase following COVID-19. The Counter Terrorism Case Officer (CTCO) held stalls at the Coventry University (City branch) Freshers Fair, Guildhall School Music and Drama and at the Terrorism Survivors Event held at Aviva. The CTCO has also engaged with many business/partners during this period providing training sessions, the majority of which were via Teams with some face-to-face delivery. Engagement included CoL Members, CoL Apprentices, CoLP new starters/transferees, TFL, Virgin Active, Aviva, CJS Security, Paternoster Forum, Heron Tower, One New Change, Coventry University (Middlesex St Campus), Charterhouse School (staff input) and the Guildhall School Music and Drama.
- 1.4 Further engagement planned in the coming months with Heron Tower, Guildhall School of Music and Drama, 200 Aldersgate St and Friends of City Churches. Engagement continues with all businesses/partners where opportunities arise.

Internal Women's Network/Islamic Women's Network

- 1.5 Prevent officers continue to support various police and local networks to ensure an understanding of Prevent and the knowledge and confidence to come forward with any concerns they may have.

Practical Training Package

- 1.6 The Prevent team delivers a training package to identify signs of radicalisation and what to do when this occurs. The package includes a case study, the definition of radicalisation, the aim of the Contest Strategy and understanding of the 4 P's and where Prevent sits in the force. During the last reporting period 13 external 1 hour training/awareness sessions have been delivered. This work will be ongoing in the force to provide guidance and understanding to officers around Prevent.
- 1.7 The CTCO has delivered Prevent training/awareness sessions to all officers on the Sector Policing uniform groups, covering the mandated Counter Terrorism training sessions. The CTCO also trains all new joiners and transferees in Prevent awareness. During the last reporting period 1 internal, 1 hour training/awareness session has been delivered. They are now planning further deliveries across uniformed officer teams. Special Branch and CT Protect officers have also undertaken bite-size training in Prevent to better understand the role and support the Prevent CTCO where required.

Regional Meeting/Training

- 1.8 The Prevent team is continuing to work with the Prevent teams from around the country looking at the best ways for improving professional and best practice.

CT Local Profile (CTLP)

- 1.9 We are about to embark on compiling the new CTLP for 2022, with engagement planned for the local community/partners in January 2022. This is a police orientated report outlining the threat and vulnerability from terrorism related activity within a specific area. This will commence with an online MS Teams event on the 01/02/22 and all stakeholders will be invited and offered the opportunity to find out more about the process and how they can get involved. A number of outside speakers from SO15 will provide an input at the forum.

Collaborative Working with Corporation of London Prevent Lead

- 1.10 The CTCO and CoL have agreed and finalised a joint action plan to ensure progress and delivery of products and services is shared and joined up. The CoL Prevent officer is leaving post in January 2022 with recruitment ongoing for a replacement.

PREPARE & PROTECT

Counter Terrorism Security Adviser (CTSA) team:

- 1.11 The CTSA team proactively support the Protect and Prepare elements of the national CONTEST Strategy, delivering on protective security advice, CT awareness, both physical and people security measures and ensuring our community is prepared as possible in dealing with a terrorist attack. A fundamental part of the CTSA role is face to face engagement, assessment, and product delivery. Covid-19 pushed a lot of engagement to remote methods, however during this reporting period we have seen a gradual return to the office for many City workers, therefore CTSA engagement is now a mix of both face to face and remote delivery.
- 1.12 The CTSA's have delivered training packages to businesses during this period such as See Check and Notify (SCaN) to over 250 delegates and ACT (Action Counters Terrorism – Awareness and Operational) to 150 delegates. A tabletop exercise has also been held for a key site in the City. Various forms of engagement have continued with our Critical National Infrastructure (CNI) sites plus other sites that ask for any assistance. The CTSA team has reviewed 20 pavement licences during this period.
- 1.13 The team has continued to support the City of London Corporation through the Public Realm Security Advisory Board (PRSAB). The team has also continued with the crowded places assessments. The team has supported national

Counter Terrorism Policing to address emerging threats because of COVID 19 and we have several officers as national SPOCS.

- 1.14 The team continue to support partners within the City of London Corporation including the public realm and planning teams. The CTSA team supported the local authority in providing security assessments on applications for table and chair licenses, this was due to concern that these would become new crowded places. This was a new partnership which has become business as usual and has improved the physical security of more of the City's crowded places. Applications for these licences have slowed during this reporting period. The CTSA office also continue to support external partners such as TfL on security plans and projects.
- 1.15 They have continued to develop our ESRI application (Geographical information system mapping), expanding it to include bespoke dashboards for both our CTSA's and Servator departments. This will allow a greater level of communication and interoperability between departments and units in the future. We are also looking at developing and implementing an ESRI Hub system to allow information sharing between ourselves and the Corporation. This system will allow a two-way communication between businesses and the police around any relevant issues.
- 1.16 The CTSA office continue to work closely with our Design Out Crime Officers (DOCO's) to ensure security matters are addressed at the earliest opportunity (architectural design phases). Engagement continues with all businesses/partners where opportunities arise.

Practical Training Package

- 1.17 The CTSA's have continued to deliver training packages to businesses such as See Check and Notify (SCaN) to over 250 delegates and ACT (Action Counters Terrorism) to 150 delegates. A tabletop exercise has also been held for a key site in the City.

Regional Meeting/Training

- 1.18 The CTSA office have been liaising with NaCTSO (National Counter Terrorism Security Office) and Homeland Security around two major pieces of work – Public Accessible Locations (PALs) and The Protect Duty. The CTSA have been actively taking part in consultations and workshops to help shape future legislation.
- 1.19 The CTSA office have been planning a CT Awareness Day (CT 2022) to take place in January, which will provide an opportunity for inputs to be given to key partners around the national threat picture and the work being conducted locally within the CTSA office. Guest speakers from NaCTSO, CPNI and others will be in attendance.

PURSUE

- 1.20 The pursue detectives engage with business primarily because of Op Lightning-hostile reconnaissance activity reported by SCaN trained security guarding. This partnership working allows for early notification of risks that may harm the City. Detectives provide guidance to guarding colleges on improvements to notifications to police which on occasions can be delayed, CCTV evidence gathering and security improvements.
- 1.21 A training package has been developed primarily for police officers on how to deal with an arrested person for hostile reconnaissance. This has allowed the officers to have a greater awareness when dealing with detainees adding to their knowledge which promotes better engagement with the community when dealing with these types of incidents.

2. Safeguarding and Vulnerability

- 2.0 Since the last reporting period and the changing landscape in relation to Covid and the easing and reintroduction of restrictions, the COLP has maintained an active role in community engagement around Violence against Woman and Girls (VAWG).
- 2.1 In October COLP and partners relaunched 'Ask for Angela' at a well-attended event. Over 50 licensed premises representatives attended. *Ask for Angela* is the name of a campaign in England that started in 2016 that is used by bars and other venues to keep people safe from sexual assault by using a codeword to identify when they are in danger or are in an uncomfortable situation. This publicised relaunch covered not only to licensed premises, but the wider police audience as officers from various departments attended the launch. It is the ambition to roll this out to another 100 licensed premises within the next quarter.
- 2.2 The Public Protection Unit (PPU), COL Community Safety Team and Vulnerable Victim Advocate produced an input on staying safe in the City. This was created for the City business community and focused on how men can help woman feel safer and looked to improve public confidence in the police. To date the presentation has been delivered virtually and face to face to ten businesses, including banks, security companies and building management. The presentations have been well received with requests for further inputs to be provided. There has been a slight increase in crime reporting for the crime types discussed during the inputs (stalking and harassment) which may be due to an enhanced understanding of the offence, and therefore an increased awareness and motivation to report.
- 2.3 The PPU continue to work closely with City schools and has provided an input at a teacher training day event. They also continue to provide '*insight hours*' and webinars for partners in conjunction with the CoL Corporation.

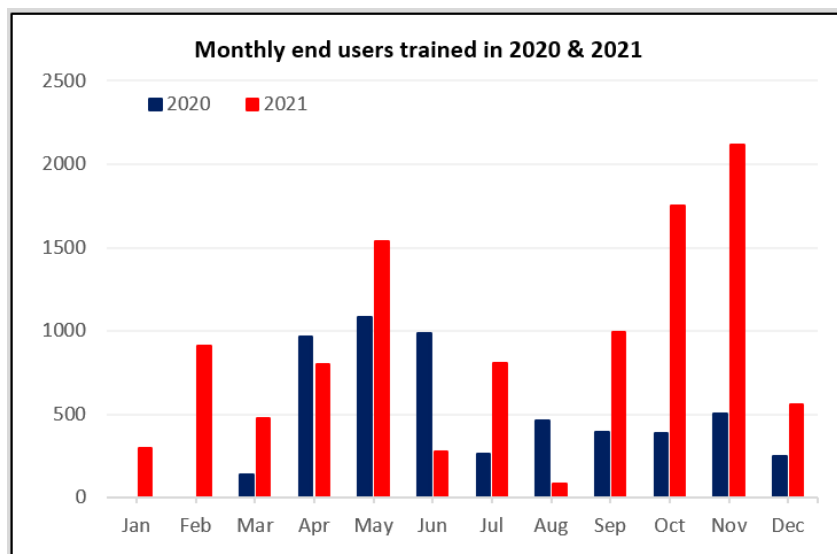
2.4 In the coming months Operation MAKESAFE¹ will be implemented, this will enable police to test the response of City hotels, now they have returned to business as usual in many areas. This will help inform the conference planned for the City hotel network in May 2022 as the results of the operation are reported to inform learning and bring the training to life. It is hoped the conference will build on the positive work previously achieved which saw an increase in reports from hotel staff across all areas of vulnerability.

3. PREVENTion of Fraud and Cyber Crime

3.0 December marks the end of a highly successful year for Cyber Griffin. In 2021, the programme trained more than 10,000 people and partnered with 180 new businesses.

3.1 In the last quarter the intelligence-led Baseline Briefing became a Continuous Professional Development (CPD) accredited product. Looking ahead, 38 services are scheduled for the first quarter of 2022 with this figure expected to rise. In 2022, Cyber Griffin also aims to release a new Incident Response Exercise which is the product of a 3-year research partnership between Bristol University and the City of London Police. Feedback continues to show that Cyber Griffin is a very highly regarded protection service within the Square Mile. For details of all the services currently offered by Cyber Griffin please visit: www.cybergriffin.police.uk

3.2 Monthly end users trained in 2021 compared to 2020



3.3 Performance against KPIs

Metric	Total	Targets	Percentage Achieved
End users trained	10,392	7,000	148%
Services Conducted	268	150	179%
New Businesses	180	100	180%

¹ Operation Makesafe has been developed in partnership with London's boroughs to raise awareness of child sexual exploitation in the business community, such as hotel groups, taxi companies and licensed premises. It has been rolled out in other forces nationally.

3.4 Q3/2021 Performance

			Services Conducted	Av. Attendees	Total Attendees	New Clients
October	Core Service	Baseline Briefing	20	65	1,304	
		Table Top Exercise	4	20	81	
		Incident Response Training	2	7	13	
		Cyber Capability Assessment	2	2	4	
		Misc. Presentation	3	45	136	
	Running Totals	Month	31		1,754	15
		2021	227		7,718	145
		Cyber Griffin Programme	633		18,828	601
November	Core Service	Baseline Briefing	12	35	422	
		Table Top Exercise	0	0	0	
		Incident Response Training	0	0	0	
		Cyber Capability Assessment	1	2	2	
		Misc. Presentation	4	424	1,694	
	Running Totals	Month	17		2,118	25
		2021	244		9,836	170
		Cyber Griffin Programme	650		20,946	626
December	Core Service	Baseline Briefing	9	37	332	
		Table Top Exercise	5	18	89	
		Incident Response Training	3	20	60	
		Cyber Capability Assessment	4	3	13	
		Misc. Presentation	3	21	62	
	Running Totals	Month	24		556	10
		2021	268		10,392	180
		Cyber Griffin Programme	674		21,502	636

PREVENTion of Fraud

Dedicated Card Payment Crime Unit (DCPCU)

3.5 Between October and December 2021, 39 engagements have been completed delivering to 7765 people. The engagements have continued to expand and diversify in range to include topics such as criminal and victim psychology, vulnerability, romance fraud and other specific fraud types. The most popular of which has been Cryptocurrency, accounting for 37% of all engagements.

- 3.6 The DCPCU is seen as having unique insight on fraud, cybercrime, and technology. As a result, the protect team are working with Dr Liz Carter from the University of Roehampton to publish a paper on their insight and design a Theoretical Framework. Exploring the psychology, cognitive biases, and how cyber-enabled fraud counters our intuition and results in greater vulnerability. The intention is to provide robust recommendations to the industry around technology design, victim engagement and prevention.
- 3.7 In December the DCPCU Protect Team were named a winner at the National Tackling Economic Crime Awards (TECAs). The TECAs are designed to recognise and reward individuals and teams from a public, private or third sector setting all centred on combating economic crime. The Team won their category for *Outstanding Training Initiative*. By introducing more specialist subject matter over the course of the year, such as the psychology of fraud and cryptocurrency, the judges recognised this as having “clear and tangible benefits to the sector”.
- 3.8 Finance and Police Liaison Event (FPL) - In conjunction with the National Police Chiefs Council (NPCC), UK Finance and major stakeholders, the Protect Team lead the FPL. Understanding the challenging relationship between the financial industry and law enforcement, the event is designed to draw the two parties together for CPD and professional insight into their respective work.

Fraud Operations Victim Contact Unit

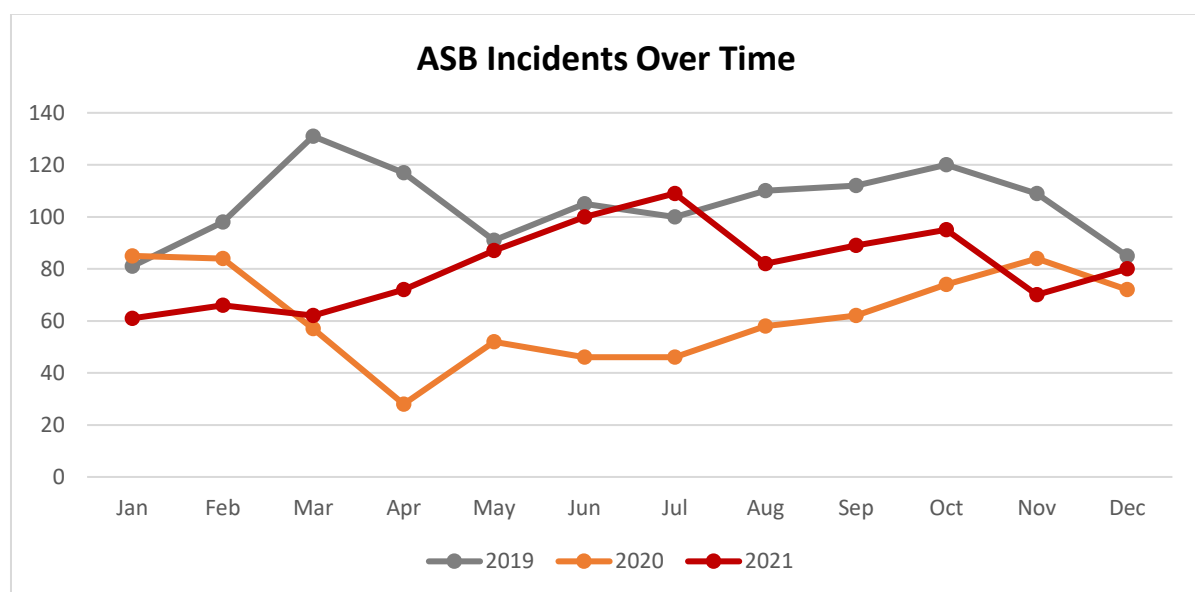
- 3.9 The Unit has increased activity and community engagement levels since the beginning of 2021 for City Residents. The main example of this has been the Call Blocker Project which began in April. Since the commencement of this project 10 City residents have been engaged with and Units distributed – 1 of these being within the last quarter. Last month the VCU organised a session for the Force with the Unit supplier TrueCall which attracted interest from across the force including volunteers and Dedicated Ward Officers who assist with Installation.
- 3.10 Since October 2021, 10 data sets of reports for City Victims have been received from NFIB Outputs which equates to 4319 reports from Individuals and Organisations. This includes bulk uploads from Banks so is not representative of Victim numbers. All individuals who have requested support have been contacted by the VCU. 28% of Organisation Victims contacted have engaged with Cyber Griffin Support services which the VCU now coordinate in a new project which began in July 2021.
- 3.11 Activity planned for the next quarter includes looking at ways of increasing support uptake for Organisations within the City so they are better protected. The VCU team will also be engaging with City trading standards in the new year to share working practices and improve collaboration.

4. ASB and Sector Policing

Anti-Social Behaviour (ASB)

- 4.0 Levels of reporting decreased significantly during the first national lockdown but did not see a similar decrease for the 2021 lockdown, levels peaked in the summer months this year but have been lower in the current period.
- 4.1 Levels across the year are higher than those reported in 2020 but generally lower than those from 2019.
- 4.2 The main type of ASB reported is Inconsiderate Behaviour (which can cover many types of incident) and there was also a noticeable increase in the categories of begging and vagrancy.
- 4.3 Groups making lots of noise in both public areas and private dwellings has been the key concern this period along with members of the public being abusive to workers inside shops, restaurants, and cafes and causing a nuisance when staying in hotels also.
- 4.4 ASB incidents appear to have decreased on Thursdays and risen on Fridays through to the weekend.
- 4.5 Repeat ASB cases are assessed/investigated via the Community MARAC, Community Trigger Process and/or Professionals Meetings. There have been no Community Triggers during this reporting period. There have been 2 repeat ASB cases of note; a resident at Bishopsgate, which is being managed via MARAC, and another concerning the City Afghan Refugees, managed via a 'standalone professionals' working group.

4.6 ASB Incident Data by Month

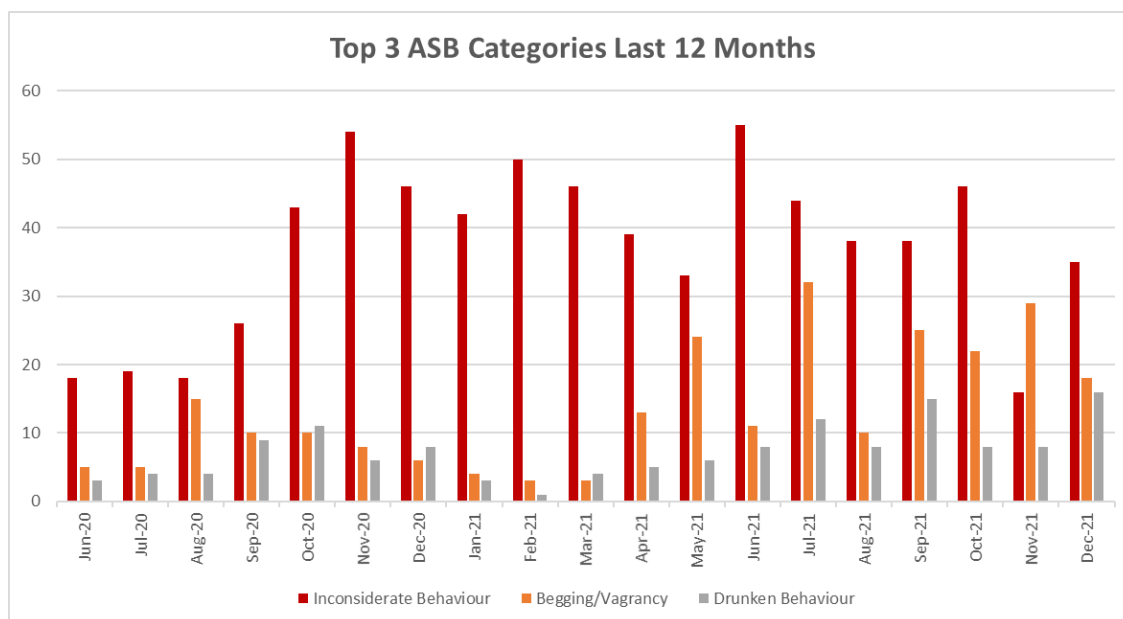


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2019	81	98	131	117	91	105	100	110	112	120	109	85
2020	85	84	57	28	52	46	46	58	62	74	84	72
2021	61	66	62	72	87	100	109	82	89	95	70	80

- 4.7 The number of ASB incidents started to decrease in August, after a continuous rise over the summer months. Reports have increased slowly since August, but not to the levels seen in June and July.
- 4.8 On average there have been 82 incidents reported a month between October and December. Compared to these months in 2020 we have seen a 6.5% increase in ASB reports this year however compared to 2019 there has been a decrease of 22% in ASB reports.
- 4.9 The top three wards where ASB incidents took place this quarter are Bishopsgate (44), Tower (24) and Castle Baynard (23).

Highest Recorded Categories

- 4.10 In this period Inconsiderate Behaviour (n=97) is the most reported category of ASB with all other categories having very few reports. The next most common are Begging/Vagrancy (n=69) and Drunken Behaviour(n=32). Noise Nuisance was commonly reported during the pandemic but then settled down earlier in the year but has reappeared as a common complaint once again this quarter. There was just one report in relation to use of fireworks in November.
- 4.11 After reviewing records classified as 'Inconsiderate Behaviour' some records could have been recorded in other categories as they have referred to specific behaviours such as drunkenness, playing loud music, throwing objects etc. Categorisation is based on the recording officer's interpretation and where some incidents refer to multiple categories they may have been recorded against inconsiderate behaviour as a catch-all. This could explain why it is always the most prevalent category.



4.12 In terms of trend- the above graph shows how inconsiderate behaviour reports saw a sharp increase through August-November 2020 before remaining mostly at this higher level through 2020 with some fluctuations between December and July 2021. There has been a slight increase in October 2021 in comparison to the last few months however this fell again in November 2021. The levels of inconsiderate behaviour are on average 32% lower compared the same reporting period last year. Inconsiderate behaviour reports in the current period included a large number of complaints about large groups of people intoxicated and making noise. There have also been several reports of inconsiderate behaviour on buses.

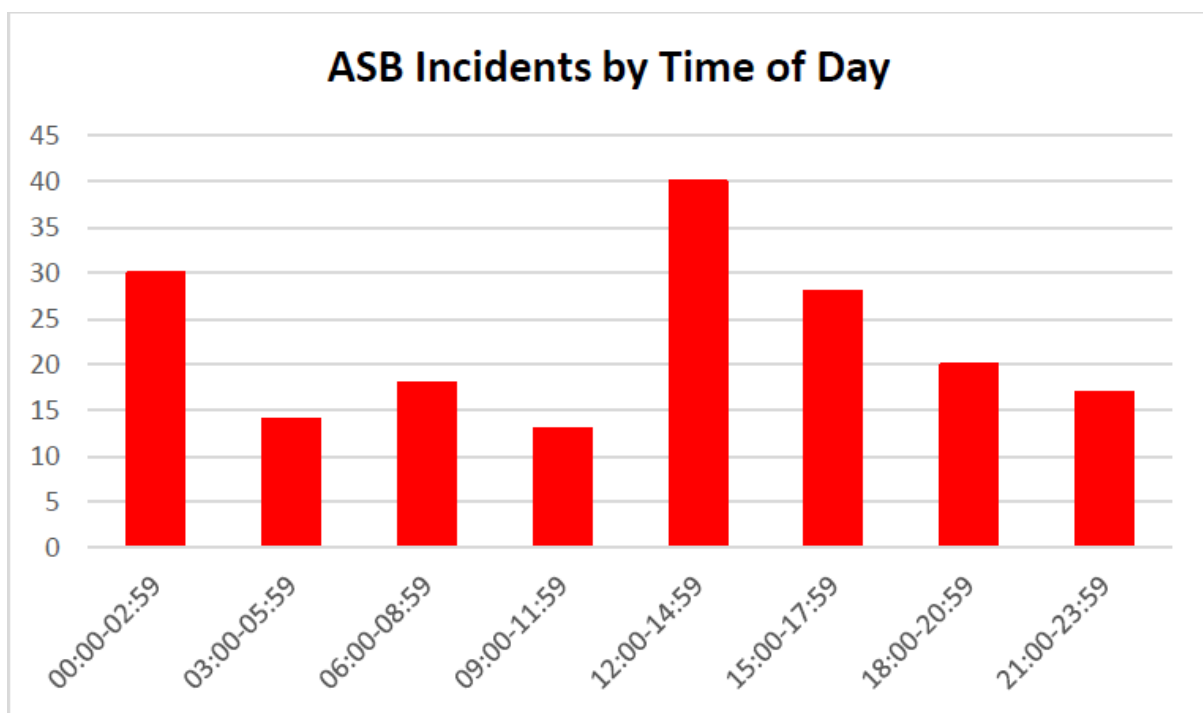
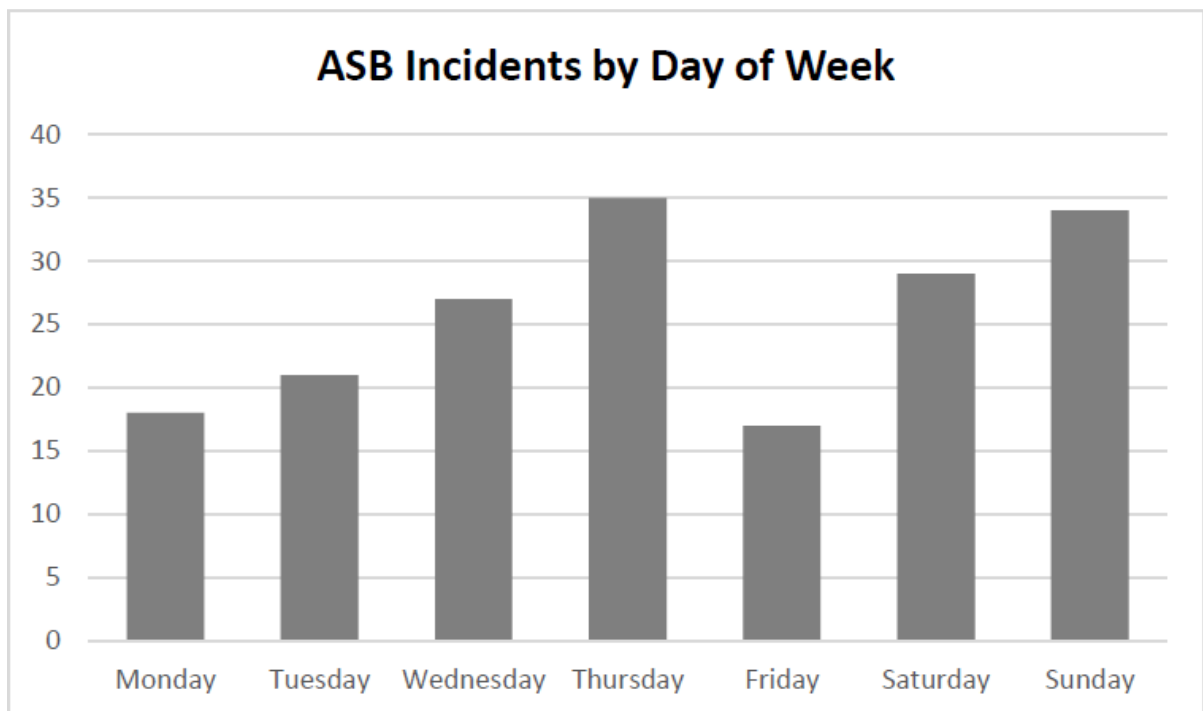
4.13 'Begging/Vagrancy reports have seen a significant increase in this reporting period compared to the last few months and the same reporting period last year, this could be due to the focus in this area from Operation Luscombe².

4.14 There has been a slight increase in Drunken Behaviour on average compared to the same period last year.

4.15 There were 2 reports of 'Inappropriate Fireworks Use' at the end of October. An emerging theme over the last couple of months is the reporting of groups suspected to be using drugs or the smell of drugs coming from neighbouring properties.

² Operation Luscombe is the City of London Police Operation to combat begging and signpost individuals to additional/ support services as a result of a community trigger. This operation has also been rolled out in other Forces.

Time/Days of the Week



4.16 In the current period. Incidents are more commonly reported on Saturdays/ Sundays and Thursday, lowest reporting levels occur at the start of the week on Mondays and Tuesdays.

4.17 The Reporting of all ASB incidents in the current period are shown in the above graph broken down by three hour periods across the day. Incident reports occur most frequently from late afternoon into the evening peaking between 12:00 -

17:59 they also increase again between 00:00 – 02:59 and are at their lowest between 03:00 and 05:59.

- 4.18 Repeat cases/locations are subject to regular reviews. Environmental Visual Audits (EVA), Community MARAC (if proportionate) are two methods used to problem solve persistent ASB in our police area. Other options include factoring in specific patrols for the DWOs, via daily taskings. The Daily Crime Meeting (DCM) along with the morning sector meeting allow for prompt and effective allocation of taskings.

Forward Look

- 4.19 A company were commissioned by CoLC to carry out a review of the current ASB response in the city. This ASB Service Review consisted of a series of interviews and information gathering with all relevant stakeholders, to help develop a report of finding and identify areas for improvement. It has also helped draft policy and procedure, thereby ensuring that services are continuing to develop and progress, with a view of improving outcomes for residents and businesses experiencing ASB in the City. In order to look at the recommendations in detail and make decisions on how best to progress in partnership, CoLC and CoLP will formulate a Working Group in early 2022.

Partnership Working with the City of London Corporation

- 4.20 **Amazon Schools Project (CoLP, CoLC, AWS, Princes Trust);** The theme of the *2021 AWS City of London Digital Project* will cover the impacts of social media on young people, and in particular cyber bullying. The Project will introduce young people to careers in technology and the Police, and they will also discover how to protect and use the technology in a safe and positive manner. The end result will enable students to develop skills and prepare them for making decisions about their future. The target audience will be sixty young adults (16-19 year olds) from across six City of London schools (Independent and Academies) over three workshops. This is being run as a pilot scheme within the City with a vision to assess post the project and promulgate further and run as part of an annual plan of young adult engagement.
- 4.21 **Afghan Refugees;** CoLC and CoLP worked with the Home Office to welcome over 450 refugees to the City, housed at two locations within the square mile. Dedicated Ward Officers (DWOs) visit the locations regularly and engage with the refugees, staff and Charity workers as part of their routine patrols to build a good relationship. There have also been additional joint patrols with CoLC to the local community in these areas. Partners have worked together to plan and implement a number of activities, including but not limited to; sports sessions, educational inputs and the giving of presents to children for Christmas/the holiday season.

- 4.22 **St. Pauls Cathedral Constables³**; Sector Policing are working closely with St. Pauls Cathedral to introduce *Cathedral Constables*, who will be the initial *Police contact* for all reported incidents inside the Cathedral and its Precincts. If necessary, the St Paul's Cathedral Constables will request the assistance of City of London Police for attendance at, and investigation of, incidents. Handovers or shared responsibility will follow consultation between the relevant senior City of London police officer and the Head of Security and Resilience at the Cathedral.

Dedicated Ward Officers (DWO) and Licensing

- 4.23 **Cluster Panels/Meetings**; The Panels will decide upon '*promises*' for the area by examining the results of community consultation and research by police and partners. This will include taking account of results from public events and meetings where the community have voiced concerns. In addition to promise setting, the panels should also be fully involved in deciding what type of action should be taken to address local concerns and have input around a problem-solving approach. These meetings will commence from Jan/Feb 2022 (subject to COVID-19 National updates/guidance).
- 4.24 **Cadets**; The City of London Police Volunteer Cadet Unit (VPC) relaunched in September 2021; it already has a cohort of 27 cadets aged between 13-18 years old and is gaining National attention/recognition. Cadets are welcomed from any background, social group, gender, ethnicity, or ability/disability. Thus far, cadets have been trained in first aid, drill, key communication skills and criminal justice/crime prevention. They have been deployed alongside officers and staff at a number of high-profile events and policing operations, with several more planned for 2022.

Diversity Data

Male 11

Female 16

White English 7

Black British 2

White any other background 5

Pakistani 1

White Irish and British 2

White and Asian 2

Any Other Ethnic Group 1

White and Black Caribbean 2

White Other, Multiple Ethnic Backgrounds 2

Black Caribbean 1

Rather Not Say 2

- 4.25 **Christmas Campaign**; This period saw the launch of the City's Christmas Campaign – Op Illuminate. A number of activities/initiatives formed the basis of the campaign including *Night Safety Hubs* in partnership with CoLC, St John

³ Constables at St Paul's Cathedral are attested and hold the powers of Constable within the Cathedral's precinct. As attested constables the Cathedral Constables are permitted to use reasonable force by virtue of their attestation under section 117 of the Police and Criminal Evidence Act 1984.

Ambulance and Victim Support to offer temporary refuge, police support or medical attention; Joint Working with MPS and BTP to patrol in and around City transport hubs; Increased police presence in busy places linked to the Night Time Economy using uniformed and plain clothes officers, and a range of other police resources/tactics. A number of arrests, interventions and other disposals were recorded throughout the campaign. During the campaign crime reduced by 23% compared to the proceeding seven week period.

- 4.26 **Communications;** DWOs continue to use Next-door (social media platform) to update residents on local policing activity. This year 743 new residents joined (101% increase from 2020), and the team helped the community stay connected and updated on the latest local news and insights by sharing 232 posts. Further, posts reached a total of 5942 residents, received 59 reactions, and 35 comments. For Elected Members, the monthly Briefing Note continues to update on Sector Policing activity to address crime and ASB. For businesses, messaging via Skyline and a Sector email distribution list (for event/protest updates) continues to be well received.

Integrated Offender Management

- 4.27 The IOM Team continue to proactively monitor local crime recording and intelligence systems to identify nominals causing criminality in the City. Thereafter, the team has developed a number of management plans and sought to impose restrictive orders to deter further criminality. As such, the Team have continued to progress Criminal Behaviour Order (CBO) applications during this reporting period, with 9 applications currently in the Courts. 2 applications have lapsed, i.e. the defendant has not committed further offences over a 2-year period. The Team are currently working on 50+ persons/prolific offenders (at various stages of the application process.
- 4.28 CoLP is 1 of 18 forces included in the Acquisitive Crime Electronic Monitoring Project. It involves a data sharing process with the Ministry of Justice, where they map offence locations and times before overlaying this with tag data for a specific cohort of offenders. A for information report was previously submitted to PAB on this matter.
- 4.29 The project is aimed at reducing reoffending and is fully explained to those individuals who are tagged as part of the project. Initial pathfinder Force data suggests the project generates a proximity alert – presence of a tagged offender to a crime within a time and distance window – for about 1% of crimes submitted. CoLP have had 1 proximity alert since going live in October.
- 4.30 This was assessed by the IOM team and further mapping data of the tagged individual was requested. The offence was a TOMV and data was considered against additional vehicle tracker information. The offender had no vehicle crime history and did not map against the later vehicle track data. We were able to rationalise an exclusion as a suspect, with relevant information being passed to the offence OIC to comply with CPIA/disclosure.

Recruitment

- 4.31 Recruitment for the next cohort of new student police officers commenced on 17th January 2022. A key part of this work will be reaching out and engaging with harder to reach communities to attract the very best candidates and importantly to attract a diverse applicant pool particularly female and visible ethnic minority applicants.
- 4.32 Our approach will be intense activity of outreach with a dedicated resource over a 4-week period going out into communities in the city but also into areas identified with a rich diversity pool to speak to member of the public, showcase the work of CoLP and to encourage people to apply.
- 4.33 CoLP will be particularly focusing on educational, religious establishments and other key community hubs which have been identified as a rich source of potentially good candidates. This will be supported by a media and communications plan particularly focused to attract underrepresented groups. This also present a good opportunity to raise the profile of CoLP, engage with communities and identify and attract people to other roles such as police staff, cadets, and Special Constabulary opportunities.
- 4.34 Our progress against recruitment will be reported into Police Authority Board as the recruitment and selection process progresses over the coming months.

5. Independent Advisory Scrutiny Group (IASG) Engagement

- 5.0 IASG members continue to provide constructive advice to the Force in respect of both national and local matters, including operations and events where there is propensity for community impact/tension/sentiment. Members have been briefed by Force Thematic Leads on Hate Crime, Vulnerability and Counter-Terrorism.
- 5.1 Plans are underway to introduce a Youth Independent Advisory Group (YIAG), which will be administered by the Partnership and Prevention Hub (P&P Hub). The YIAG will consist of a cohort of members between 13-19 YOA who live, work or who are educated within the City of London.
- 5.2 The purpose of the YIAG will be to facilitate two-way dialogue/act as a conduit between CoLP and Young People for views, opinions, lived experiences on matters affecting policing/National priority areas. In addition, it is anticipated members will help scrutinise current areas of work (i.e. Stop and Search, Use of Force) and contribute to strategic direction, thereby improving legitimacy, public trust and confidence in CoLP.
- 5.3 Learning and Organisational Development (L&OD) are due to meet with the IASG in January 2022 to explore how they can be more involved with student officer training. This will involve them being able to observe different elements of the training and interaction to help reinforce the student learning journey. Members of the IASG have been invited previously to observe training, but this

has been limited to Personal Safety Training. This expansion of access is a new proposal and will be reviewed over the next quarter to examine the benefits and refine the procedure to enhance our interaction and liaison.

Conclusion

- 6.0 The City of London Police continues to engage in a variety of ways detailed in this report with the City Community, and also as part of its responsibilities as National Lead Force for Economic Crime. Members are asked to note the report.

Report co-ordinated by:

Matthew Mountford

T/Superintendent

Headquarters

City of London Police

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Committee(s): Strategic Planning and Performance Committee Police Authority Board Professional Standards and Integrity Committee	Dated: 7 February 2022 16 February 2022 18 February 2022
Subject: Update on Violence against Women and Girls (VAWG) activity	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 Pol 12-22	For Information
Report author: DCS Rebecca Riggs; Chief Inspector Carly Humphrey (Leads for CoLP VAWG)	

Summary

The purpose of this report is to provide an update for Members of the Strategic Planning and Performance Committee (SPPC) and the Police Authority Board (PAB).

Further to the last report to your Committee and PAB in November 2021, this report details the strategic progress made by the City of London Police (CoLP) in relation to Violence Against Women and Girls (VAWG)¹, additionally it provides some examples of work completed, and also areas for development over the coming months.

The report details current work at National, Regional and Local level and a copy of the governance structure is attached at Appendix A.

The City of London Corporation has been consulted on this report and joint working is taking place on the national objective of 'Creating Safer Spaces' as detailed in Appendix B.

Recommendation(s)

Members are asked to note the report

¹ This document uses the following Home Office definition of VAWG: "The term 'violence against women and girls' refers to acts of violence or abuse that we know disproportionately affect women and girls. Crimes and behaviour covered by this term include rape and other sexual offences, domestic abuse, stalking, 'honour'-based abuse (including female genital mutilation, forced marriage, and 'honour' killings), as well as many others, including offences committed online."

Main Report

Background

1. Members will be aware of the national and local focus on VAWG and detail of the background to this report was fully described in the previous report to your Committee and PAB in November 2021.

Current Position

National

2. A clear direction has been set by the NPCC (National Police Chiefs Council) lead for VAWG, DCC Maggie Blyth. This has been communicated to all forces through national working groups and a launch of the NPCC National Framework for Delivery (Year 1) document for VAWG which was disseminated to all forces on the 17 December 2021. This current approach set, clearly supports HM Government's direction and policy on addressing VAWG.
3. The document sets out a broad delivery plan which is organised under three overarching objectives:
 1. Improving Trust and Confidence in Policing;
 2. Relentlessly Pursuing Perpetrators;
 3. Creating Safer Spaces.
3. All forces have been given a deadline of the 30 June 2022 to demonstrate how they will deliver on the plan. This is a policing centric document with acknowledgement that it will need to be broadened to focus on partnership approaches and the wider community in the coming years. At this point the clear crossover with the City of London Corporation (CoL) is objective 3- Creating Safer Spaces and this has been discussed with partners at CoL.
4. DCS Rebecca Riggs has been included throughout and participated in the planning stages of the development of the national strategic delivery plan to ensure a close understanding of the requirements and time frames.
5. As VAWG is not a specific crime type, but rather an issue that cuts across all strands of policing both internal and external, governance structures have been mapped and agreed to avoid duplication and maximise efficiency and effectiveness. (See attached Appendix A).

Regional

6. Arrangements have already taken place with the Metropolitan Police Service (MPS) and British Transport Police to ensure a consistency of approach across London. This will be supplemented by regular strategic meetings and updates to share good practice and mirror responses and activities.

Local

7. Assistant Commissioner (AC) Paul Betts has been appointed the Strategic lead for VAWG within the City of London Police and the response to VAWG has been recognised and prioritised within the currently new draft Policing Plan for 2022 – 2025.
8. A Strategic Delivery plan, in line with the national framework set by DCC Blyth, but also bespoke to specific requirements for the City of London Police, has been drafted and circulated internally for comment and amendment. The plan is designed to demonstrate the outcomes we seek to achieve and connect these, via a baseline action plan to the activities that are being prioritised now and those that will be developed and implemented in the medium and long term. It has already been arranged that, once the final version is agreed, it will be Peer reviewed by a Detective Chief Superintendent from Devon and Cornwall Police. There is a requirement that this plan is published by 31st March 2022.
9. A monthly 'Renewing, Rebuilding Confidence and Trust Strategic Steering group' has been formed and is chaired by AC Betts to provide direction, co-ordination and prioritisation. The Terms of Reference for the Group have been drawn up and agreed strategic leads across all areas of the City of London Police have been identified to deliver activities aligned to the delivery Plan.
10. An Action Plan/ baseline of activities has been drawn up and appropriate Senior Leadership Team (SLT) leads have been identified to both drive progress and be accountable for performance improvement. The baseline will be updated and scrutinised monthly by the Strategic Steering Group and a RAG assessment for each pillar, principle and associated activity assessed and assigned.
11. As Independent scrutiny is also required (by the National Strategic Delivery plan) the Force is exploring IASG representation at the group on a quarterly basis, and there will be further updates to the SPPC and PAB for Member oversight and scrutiny.
12. It is the Force's intention to make all governance documents relating to VAWG available for publication on the COLP external facing website to demonstrate transparency and promote accountability for every step.
13. An overarching VAWG threat assessment and problem profile has also been commissioned looking at the data from the last three years to provide

an intelligence led, evidenced based approach to inform current and future actions.

14. Additionally, whilst awaiting the delivery of the National performance framework from the NPCC lead, CoLP is identifying and baselining various data sets to ensure a quantifiable and qualitative evidence base to demonstrate the improvements made and value achieved.
15. In relation to the 3 National objectives some activity on each of these to date is described in Appendix B.

Conclusion

16. The CoLP continues to work in partnership with the City of London Corporation to enhance the City of London's response to VAWG. This report has highlighted some of the initiatives which have taken place to support this partnership and also our wider delivery of the NPCC VAWG strategy.

Appendice(s)

Appendix A- Current CoLP Governance Structure

Appendix B- Highlights of activity under the 3 NPCC National Objectives

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Renewing and Building Trust and Confidence



Appendix A

Strategic Intent

We are committed and determined to uphold the highest standards of integrity and quality of service. We will bring about a demonstrable and sustained difference to policing attitudes and practice, through three overarching objectives.

AC Betts

Strategic Lead

DCS Riggs

Deputy
Supported by DCI Humphreys

Pursuit of Perpetrators

Crime & Prosecution
(DCS Paterson)

Safer Spaces

Public Confidence, Front
Line Policing and
Partnerships (Chief Supt
Heatley)

Improve Trust and Confidence

Leadership
(DCS Shaw & DCI MacLeod)

Complaints & Disclosure
(D/Supt Robinson)

HR & People
(Julia Perera)

Corporate Communications – Amanda Malyon

Quality Assurance - Chief Supt Atkins

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Appendix B- VAWG Update to February SPPC and PAB

Highlights of progress against NPCC objectives

NPCC Objective 1-Improve Trust and Confidence in Policing

The Force remains committed to upholding the highest professional and personal standards, this is achieved through the application of our Codes of Ethics and Standards of Professional Behaviour continuing to be a key priority in our strategy to improving trust and confidence, both internally and externally.

The City of London Police is actively leading on a number of initiatives to create a supportive and strong 'call it out' culture.

- This includes a focus on the importance of men being upstanders, not bystanders through our 'He for She' campaign, alongside the ongoing promotion of our safe processes for reporting inappropriate behaviours.
- A re-launch of the Code of Ethics and embedding this at all levels to assist in demonstrating to the workforce that the Force supports a culture that is inclusive, both for our staff and the public that we serve.
- Leadership programmes and new mandatory annual values, standards and ethics workshops will be part of this. These will emphasise the importance of staff being open and alert to, challenging inappropriate behaviour or actions that undermine the culture. Our leadership culture will continue to promote and encourage our staff to step forward and raise concerns through our well-publicised, internal and external reporting mechanisms.
- Recruiting the right people with the right skills plays a pivotal role in the growth of the organisation and further improving upon the culture. With an emphasis on improving diversity of the workforce within CoLP, outreach work has already begun in the City and surrounding London boroughs where there exists a more diverse demographic. This will involve both physical engagement and through social media.
- The Professional Standards Department (PSD), has completed a significant amount of work with the MPS to ensure that the internal historical case review of any sexual misconduct investigations, is consistent across London. This also includes a peer review of some cases to ensure absolute objectivity and the promulgation of shared learning and good practice. A full report of the findings will be completed by the end of January. This is being reported to your Professional Standards and Integrity Committee.
- In relation to our Vetting Department, CoLP has reviewed all of the points raised by the NPCC in their letter of requirements to forces and has addressed these as appropriate.
- The CoLP PSD has completed an internal review of the NPCC direction to Chair accelerated hearings wherever grounds are met, and make submissions to the

Chairs of independent panels, wherever appropriate, so that sanctions always meet the gravity of an offence. In addition, to seek judicial review when a decision has been made to retain someone in the service who we believe undermines our culture and trust in standards that the public expects of us. This review has concluded that the PSD already follows this guidance, and it is well embedded into its current practice.

NPCC Objective 2- Relentlessly Pursue Perpetrators

The CoLP is taking a whole system approach to targeting perpetrators, working across London with the relevant local authorities, healthcare, education and other law enforcement agencies. Nationally, there is a deeply felt, and long-standing concern from women, that the criminal justice system does not protect them when they are victims of violent or sexual crimes.

As an organisation the Force is working to improve the detection rates for key crimes including rape and serious sexual offences and working with the Crown Prosecution Service (CPS) to deliver the best criminal justice outcomes.

Currently, there is an absence of a consistent method for the police or the criminal justice system to identify how it is performing in relation to VAWG related crime. This does present challenges in reporting on outcome rates at a force or national level. The HMICFRS recognise that there is a need for a defined set of parameters that can be used consistently by all forces, this will establish whether improvements are being made, and which approaches taken are the most effective.

Highlights

- Vulnerability training is mandatory within the CoLP. The training underpins a trauma-aware approach at all levels to ensure that officers and staff tailor their responses and approaches accordingly to victims.
- Domestic Abuse processes are well established in the organisation, they include the introduction of a '20 Point Plan' and mandatory supervisor attendance at all DA incidents to enhance opportunities for evidence led prosecutions. This has been shared nationally as best practice.
- The Force is developing a process to proactively identify individuals using intelligence, who pose the highest risk of harm to women and girls. These perpetrators will be actively managed to prevent or reduce reoffending.
- There has been an upward national trend in the reporting of drink spiking offences, the CoLP has also experienced an increase with 52 reported incidents since April 2021. A trial has now been implemented across 30 licenced premises for each to have access to drink testing kits. This will enable customers who suspect that their drink has been spiked to have a staff member test their drink. This ability to provide an indicative result there and then, will greatly assist CoLP in identifying perpetrators through fast-time investigative enquires, thereby protecting potential victims.

NPCC Objective 3- Create Safer Spaces (*this section has been written in consultation with the City of London Corporation)

This is the objective within the NPCC Strategy where CoLP needs to work closely with partners in the City of London Corporation.

The Force and the City of London Corporation are working to create safer spaces, so that women and girls both are safe and feel safe, in line with the City of London Corporation Corporate plan.

In particular, by looking at individual factors which contribute to women and girls feeling unsafe, wherever they are. To create safer physical and online spaces, there is a need for greater comprehension regarding the data and evidence in relation to the challenges presented by VAWG.

- CoLP is working to build up detail around the current force intelligence picture, in addition to how this compares across the national landscape. Current data can provide areas of potential vulnerability through hot spots and will be enhanced by the intelligence profile being completed. The hot spot analysis has been completed over a 3 year period to identify where violent criminality tends to occur. In response, we have already targeted our activity at identified high-harm locations, including those associated with the night-time economy to make them feel safer to the public.
- For the Christmas Campaign , key days and times received an uplift of staff in order to provide a greater visible and pro-active policing presence in areas identified as potential hotspots. As part of this, funding from the Home Office enabled the provision of Night Safety Hubs¹ in collaboration with the Corporation and other partners. A review of this initiative revealed that although there was positive community feedback, uptake was low. There was some feedback from professionals that the location of the Hubs coupled with a reduced footfall due to Covid and impending restrictions at that time, may have impacted on this. Nevertheless, the learning from this initiative will be implemented into any future Safety Hub design process
- The City of London Corporation and CoLP have been awarded a £50,000 grant from the Home Office, this will be allocated to specific initiatives as follows:
 - £25,000 will fund the 'Good Night Out' campaign which will be promoted in March 2022. This awareness campaign will be largely delivered to the public in the City to challenge myths and misconceptions around sexual harassment.
 - £10,000 will fund a campaign to raise awareness of the 'Street Safe' app, encouraging people to report any areas they feel unsafe and reasons why they feel unsafe, for example poor street lighting. This will enable both the Police and City of London Corporation to address the issues raised.
 - £15,000 will fund Safer Sounds to deliver Welfare and Vulnerability Engagement training to 100 licensed venues across the City of London. This

¹ The Night Safety Hubs were staffed in partnership with the City of London Corporation, St John's Ambulance and Victim Support at St Botolph's Church, Bishopsgate. A Police Officer from Public Protection was also present to represent the City of London Police and provide specialist support to females who wished to report a concern.

will help to ensure they are able to prevent, respond and support vulnerable people, particularly women and girls. The training will also enable venues to promote and deliver the 'Ask for Angela' campaign previously reported on in the vulnerability deep dive to your previous Committee.

- CoLP has been working alongside Victim Support to deliver Safety in the City presentations to around 470 employees from businesses in the City. The sessions highlighted the City of London's response to VAWG, including information on how male employees can change their behaviour to help make women feel safer. The businesses provided positive feedback around the sessions and requested further sessions in 2022.

Committee(s): Resource Risk and Estates Committee	Dated: 4 February 2022
Police Authority Board	16 February 2022
Subject: Q3 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- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 06-22	For Information
Report author: Azeem Bhatti, Deputy Chief Finance Officer - Financial Management. Kevin Kilburn, Deputy Chief Finance Officer – Strategic Finance	

Summary

This report outlines the financial position for the third quarter of the 2021/22 financial year. The Q2 forecast projected a year end overspend of £1.4m, primarily due to increased expenditure relating to IT and running costs of the Police Estate, both areas are outside City of London Police (CoLP) control. The position has improved during Q3 and the projected overspend has reduced to £1.2m. The Force will continue to reduce this overspend through a range of measure including further investigation of non-pay cost, vacancy control and use of COVID surge funding. The main reason for the improved position is the identification of savings in the IT and Accommodation charges from the City of London Corporation (CoL). Further steps are being taken to mitigate the remaining projected overspend, in consultation with the City of London Corporation.

The Chief Officer Cash Limited Budget as of 1st April is £153.9m, which includes the 67 locally agreed growth posts, Year 1 (44) and Year 2 (44) National Uplift posts, adjusted for a £2.3m reduction in Business Rates Premium (BRP).

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

A challenging £5.6m savings plan is in place, 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.

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 £153.9m as shown in Table 1 below which includes the 67 locally agreed growth posts, Year 1 (44) and Year 2 (44) National Uplift posts, adjusted for a £2.3m reduction in BRP funding.

Table 1

	£'000	%
Core grant	70,174	44.8%
Business Rates Premium	16,896	10.8%
Specific Government Grants	49,767	31.8%
Partnership Funding	13,802	8.8%
Fees and charges	4,340	2.8%
Corporation - Contact Centre	680	0.4%
Corporation - Wood Street Rent	149	0.1%
Corporation - Pension Strain	380	0.2%
Corporation - Middlesex St and DOSF Rent	292	0.2%
Adjustments	(2,630)	
Total Funding and Income	153,850	

1.2 The latest forecast position is summarised in Table 2 below

Table 2

	21/22 Latest Budget	Budget YTD	Actual (Q3 YTD)	Variance YTD	Projected Outturn	Proj Variance
	£m	£m	£m	£m	£m	£m
Pay						
Officers	60.5	45.4	45.2	(0.2)	60.8	0.3
Staff	26.6	20.0	19.1	(0.9)	26.1	(0.5)
Overtime	2.2	1.6	1.9	0.3	2.3	0.1
Agency	1.1	0.8	1.0	0.2	1.1	0.0
Indirect employee costs	2.5	1.9	1.9	(0.0)	2.5	(0.0)
Pensions Contrib.	23.0	17.3	0.0	(17.3)	23.0	0.0
Total Pay	115.9	86.9	69.1	(17.8)	115.9	(0.1)
Non-Pay						
Premise Costs	3.0	2.2	3.1	0.9	3.8	0.9
Transport Costs	2.2	1.6	1.4	(0.2)	3.0	0.9
Supplies and Services	21.1	15.8	15.3	(0.5)	20.9	(0.1)
Third Party Payment	11.8	8.8	5.4	(3.4)	12.5	0.8
Non-Pay	37.9	28.5	25.2	(3.2)	40.3	2.4
Total Expenditure	153.9	115.4	94.3	(21.1)	156.2	2.3
Income						
Specific Grant	(49.8)	(37.3)	(29.4)	8.0	(50.3)	(0.5)
Partnership	(13.8)	(10.4)	(7.0)	3.3	(14.0)	(0.2)
Fees & Charges	(4.3)	(3.3)	(2.4)	0.9	(4.8)	(0.4)
Total Income	(67.9)	(50.9)	(38.8)	12.1	(69.1)	(1.1)
Funding	(85.9)	(64.5)	(43.0)	21.5	(85.9)	0.0
Underlying Deficit	0.0	0.0	12.6	12.5	1.2	1.2

1.3 Table 2 indicates a projected overspend of £1.2m, 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 as explained in 1.13 below. 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 44 Year 2 National Uplift, is 1,413 FTE, comprising 899 Officers and 514 staff. The actual workforce paid in December 2021 was 1,307 FTE comprising 836 Officers and 471 Staff.
- 1.6 The NPCC Cyber Portfolio (6.88 FTE) and 30 FTE Police Uplift SOC posts are not included in the above establishment at this stage. The Cyber Portfolio team is externally funded, and the posts will be added to the establishment from 1st April 2022 and incorporated in the base budget. Of the 32 SOC posts, 2 will be employed directly by CoLP and added to the establishment from 1st April 2022, the remaining 30 are based in the Regional Organised Crime Units (ROCU) and will therefore not be part of the CoLP establishment.
- 1.7 Table 3 below sets out the actual position by month up to the end of Q3.
- 1.8 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 4 – Actual workforce numbers for Q3

		Officers FTE	Staff FTE
Actual	April	861	491
	May	861	488
	June	850	486
	July	850	484
	August	846	478
	September	856	479
	October	844	469
	November	837	470
	December	836	471

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 44 (including 2 SOC and 1 CT post) in 2021/22. The un-ringfenced element of the 2021/22 allocation has been utilised to fund the reduction in Business Rates Premium (BRP) this year.

- 1.11 Agency costs are forecast to budget at this stage, the use of agency staff has reduced due to permanent recruitment.

- 1.12 The overtime budget is forecast to near budget, but additional overtime pressures are anticipated in respect of several planned events and demonstrations for the remainder of the financial year.

Non-Pay

- 1.13 Non-Pay comprises 25% of the total expenditure budget (£37.9m), however, it should be noted that only £4.8m of the non-pay budget relates to non-contractual Supplies & Services. A year-end overspend of £1.2m is forecast at the end of Q3. The key reasons for this are:

- Premises - includes rates and running cost for Bishopsgate, New Street, GYE and Middlesex Street; utilities, cleaning cost and hire of premises. Q3 projected year-end overspend is £1.0m 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, additional costs have been applied due to a delay in closure of Wood Street police station. Ongoing discussions are taking place with the City of London Corporation to reduce the position on recharges from the City Surveyor and residual costs for Wood Street.
- Recharges - this relates to the IT recharge of £6.7m from the City of London Corporation. At Q3 the projected overspend is £0.9m. We are working with the City of London Corporation IT Director to reduce expenditure, including termination of contracts for systems no longer affordable, reduced number of license and deletion of obsolete lines. Work so far has identified savings of £0.3m, with scope for a further £0.2m yet to be finalised.

2 Savings Target

- 2.1 Savings of £5.6m are 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 members quarterly. Pay savings will be found through workforce and vacancy management to mitigate any shortfalls, mainly in core funded staff posts. Holding vacancies is not a permanent measure to manage the budget in-year, but it provides some flexibility to ensure we have an affordable workforce in place for 2022/23. A challenging savings plan is also required to balance the 2022/23 budget.
- 2.2 Current projections indicate that we are on course to deliver the required savings requirements, a summary is shown in Table 5 below.

Table 5

Type	Savings Tracker	Target £'000	YTD Actuals £'000	Forecast £'000	Variance £'000	Risk
Expenditure	Deletion of 37 Officer posts	2,300	1,725	2,300	0	G
Expenditure	Average salary reduction through recruitment policy	400	175	400	0	A
Expenditure	Agency	300	225	300	0	G
	Total pay	3,000	2,125	3,000	0	
Expenditure	Savings through National Policing Programmes - NEP	1,300	311	311	(989)	R
Expenditure	Supplies and services	100	75	100	0	G
Expenditure	Support services review	500	375	500	0	G
Income	Commercial activity & Income generation	400	5	450	50	A
Income	Digitisation of external services	100	2	100	0	A
Income	Asset Recovery	200	0	200	0	G
	Total non-pay	2,600	768	1,661	(939)	
Mitigation	Savings to offset overall deficit	0	300	939	939	A
	Total	5,600	3,193	5,600	0	

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.

2.3 The aggregation or RAG rated risks are:

- Red 23%
- Amber 16%
- Green 61%

2.4 The main risk in the savings tracker relates to the National Enabling Programme (NEP), where the national roll-out has not generated the anticipated cashable savings. The £1.3m savings identified by consultants some years ago will unfortunately not materialise. A detailed review has been undertaken into how and why the £1.3m was calculated, and it would appear that the anticipated savings were based on unrealistic estimates, aspirational non-cashable efficiencies, and future cost avoidance. Cashable savings realised by other forces mainly relate to reduced travel and drones. Such savings are not relevant for CoLP, and it is now clear that NEP will not generate any cashable savings. To mitigate this, a number of posts have been held vacant while the Transform Programme is implemented, with a view to remodel the existing workforce. This situation is not sustainable and is being utilised as a temporary measure for this year only. In addition, some IT savings have been identified and work is progressing to deliver further savings.

2.5 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 from Q3 to Q4 in the region of £0.7m.

2.6 There is a shortfall in commercial income due to COVID19, and this shortfall will be offset by Home Office COVID funding provided at the end of 2020/21, which is currently held in reserves. Reliance on the reserve will reduce as and when the market recovers during the remainder of the financial year.

2.7 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.

2.8 As stated in paragraph 2.4 shortfalls in the savings plan are being offset by extra ordinary vacancy management with a view to remodelling the workforce and deleting posts following an in-depth review of Operational Support and HQ Services.

3. Directorate Revenue Position

3.1 Directorate budgets are in the process of being disaggregated to take account of the new TOM, so directorate breakdown and variances have not been included in this report.

4. Action Fraud / Cyber

4.1 In March 2021, the Action Fraud contract with the current 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 £63.37m. 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	(23.0)	(14.8)	(23.0)	0.0	LT
Action Fraud Managed Service	Home Office	(6.8)	(3.6)	(6.8)	0.0	JV
Counter Terrorism Policy Grant	Home Office	(6.6)	(5.3)	(7.0)	(0.4)	GF
Insurance Fraud Enforcement Team	Association of British Insurers	(4.3)	(1.8)	(3.8)	0.5	TH
National Cyber Security Programme	Home Office	(3.9)	(0.0)	(3.9)	0.0	JVP
Action Fraud National Fraud Intelligence Bureau	Home Office	(3.8)	(1.9)	(4.2)	(0.4)	SA
National Lead Force	Home Office	(3.4)	(1.3)	(2.3)	1.1	PS
Dedicated Cheque & Plastic Card Unit (DCPCU)	UK Payments Administration Ltd	(2.7)	(1.7)	(2.6)	0.1	GR
Economic Crime Capability Development	Home Office	(2.6)	(0.8)	(2.6)	0.0	AN
International Property Crime Investigation Unit (IPICU)	Intellectual Property Office	(2.1)	(0.9)	(2.0)	0.1	NC
Police Transport Grant	Transport for London	(1.9)	(1.0)	(2.0)	(0.1)	KT
Cyber Griffin	Corporation	(0.7)	0.0	0.0	0.7	LT
Other - International Training and Development Team	Home Office	(0.6)	(0.3)	(0.6)	0.0	TR
Lloyds Sponsorship	Lloyds Bank	(0.4)	(0.6)	(0.6)	(0.2)	AB
Late Night Levy	Corporation	(0.3)	(0.1)	(0.3)	0.0	JP
London Safety Camera Partnership	Transport for London	(0.3)	(0.1)	(0.3)	0.0	AM
Tower Bridge	Corporation	(0.1)	(0.0)	(0.1)	0.0	AM

Interpol Secondment	Interpol	(0.1)	0.0	(0.0)	0.0	NC
21/22 Year 2 Ringfenced Police Uplift Programme (PUP)	Home Office	0.0	(0.2)	(0.3)	(0.3)	AB
Common Police Services Contributions	College of Policing and HMICFRS	0.0	(0.1)	(0.1)	(0.1)	AB
Counter Terrorism & VS Grant	Home Office	0.0	(0.1)	0.0	0.0	GF
DNSP and FPM's Device Cost	Cambridgeshire Constabulary	0.0	(0.3)	(0.1)	(0.1)	NS
Fraud Northern Hub	Intellectual Property Office	0.0	(0.2)	(0.4)	(0.4)	PS
Free Rail Travel on TfL	London Mayors Office	0.0	0.0	(0.6)	(0.6)	JJ
Prevent Grant	Home Office	0.0	(0.1)	(0.1)	(0.1)	JP
PTF & NCSP Funding Grant	Miscellaneous income	0.0	(0.0)	(0.2)	(0.2)	DP
Secondments	Cambridgeshire Constabulary	0.0	(0.0)	(0.1)	(0.1)	MW
Secondments	Mayor's Office for Policing and Crime	0.0	(0.0)	(0.1)	(0.1)	MW
Secondments	Metropolitan Police	0.0	(0.0)	(0.1)	(0.1)	MW
Misc	Various	0.0	(0.3)	(0.3)	(0.3)	Various
Total		(63.37)	(35.52)	(64.29)	(0.93)	

- 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

- 7.1 The overall overtime budget is £2.2m; £1.6m core funded and £0.6m funded units.
- 7.2 Gross expenditure to the end of Q3 is £2.2m, offset by a 20/21 accrual of £0.4m, resulting in net expenditure of £1.8m. There has been a significant reduction in overtime demand during COVID, however, crime levels have increase in the City as workers and visitors return, including serious crime incidents requiring significant investigative resource and time. There were several planned events and demonstrations in the City during Q3, and at this stage it is assumed that

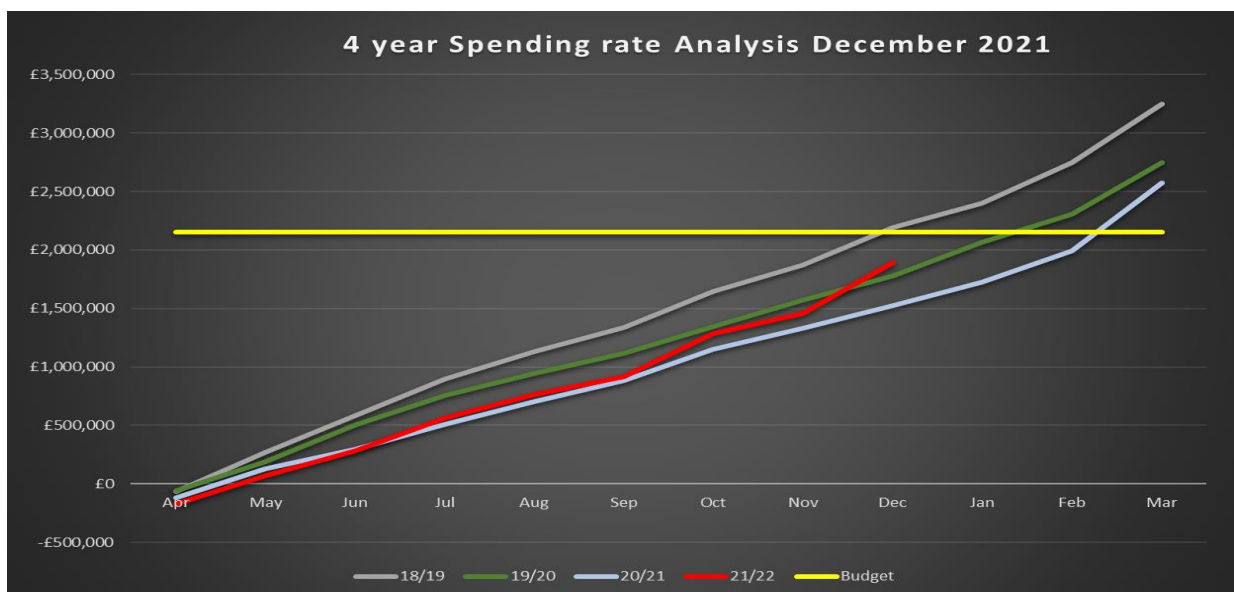
the overtime budget will be fully utilised, with potential for further pressures for the rest of the year. Some costs may be recoverable from Home Office grant.

The main reasons for overtime are:

- Covering for vacant posts (backfilling / Business as Usual)
- Extinction Rebellion
- Bank of England armed escorts (funded by the Bank)
- Op Benbow (Mutual aid operation with MPS)
- Prisoner handling and investigations

7.3 The largest spending Directorate is Local Policing, with 55% (£1.2m) of overall overtime. The main reasons are business as usual, backfilling and Bank of England which accounts for 33% of all overtime to date. 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.

7.4 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.



8 Capital Programme

8.1 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 £5m annual loan facility from the Corporation from 2020/21 onwards.

8.2 The forecast provides a summary overview of the capital budget for the period 2021 to 2025. Progress of the Capital Programme and further details for each project are shown in Appendix 1.

Table 7 - Summary of Capital Programme 2021 to 2025

	Capital Programme Budget	Prior Year Spend	Spend to Q3 2021/22	Forecast Spend 2021/22	Forecast spend Future years	Total Forecast	Forecast Variance
	£000	£000	£000	£000	£000	£000	£000
IT Related	11,557.3	758.0	379.9	1,846.0	7,346.4	9,950.4	-1,606.9
Equipment	67.9	0.0	0.0	0.0	0.0	0.0	-67.9
Fleet	1,711.0	0.0	117.7	250.0	1,461.0	1,711.0	0.0
Accommodation	510.0	0.0	12.0	125.0	285.0	410.0	-100.0
Action Fraud	2,000.0	0.0	1,914.0	2,000.0	0.0	2,000.0	0.0
Loan Funded Capital Programme	15,846.2	758.0	2,423.7	4,221.0	9,092.4	14,071.4	-1,774.8
CoL Funded Capital Programme	33,717.7	25,813.7	2,907.3	4,967.9	337.6	31,119.2	-2,598.5
Total	49,563.9	26,571.7	5,331.0	9,188.9	9,430.0	45,190.6	-4,373.3

8.3 For the four-year programme to 2025 there is a forecast underspend of £4.4m. The following narrative provides commentary on the significant whole life variances, with more detail shown in Appendix 1.

8.4 The Decant Accommodation Programme, funded by the Corporation, has been fully delivered apart from provision of the Mounted Unit accommodation, an underspend on the CoLP fit out components has covered overspends on the structural components.

8.5 Within the Loan Funded Capital Programme the IT projects and also the replacement of Surveillance equipment has been re-scoped. This has resulted in a revised total forecast underspend of £1.9m. Offsetting this is a forecast overspend on the Body Worn Video replacement project of £0.3m, which was highlighted in the Q2 report.

8.6 For the CoL funded programme, most of the schemes are coming towards the end of their programmes. The exceptions are for HRI, first phase of Emergency Services Mobile Communications Programme (ESMCP), and the Secure City Programme. The ESMCP programme is a national Home Office programme and is in the process of being re-scoped. Future spend on this will need to be via the loan-funded programme.

- 8.7 Table 8 focuses on the loan-funded capital projects scheduled for 2021/22. The profiled budget spend for the current year is £8.642m, which includes £3.696 carried over from 2020/21 and £4.946 for the 2021/22 programme approved in March 2021. Again, Appendix 1 provides the detail for each project.

Table 8 – 2021/22 Loan-Funded Capital Budget Forecast

	2021/22 Capital Budget	Spend to Q2 2021/22	Forecast Spend 2021/22	Forecast Variance
	£000	£000	£000	£000
IT Related	7,388.3	379.9	1,846.0	-5,542.3
Equipment	67.9	0.0	0.0	-67.9
Fleet	736.0	117.7	250.0	-486.0
Accommodation	450.0	12.0	125.0	-325.0
Action Fraud	0.0	1,914.0	2,000.0	2,000.0
Loan Funded Capital Programme	8,642.1	2,423.7	4,221.0	-4,421.2

- 8.8 As a part of the Action Fraud project, this Board is aware of the need for the current contract with the current 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. This expenditure is a pressure on the loan-funded capital budget for CoLP and will need to be met from within the loan funding approved for this year. This will lead to increased pressure on future years' capital
- 8.9 Expenditure to date against the profiled budget for the current year is £2.4m, which is mostly driven by the Action Fraud project.
- 8.10 The in-year capital budget will be significantly underspent this year for several factors, including the lack of internal resources to manage and global supply restrictions. Since the Corporation's strategic move to cloud-based computing and storage, projects with a high level of IT involvement increasingly require lower amounts of capital investment, but increased revenue budget to meet on-going costs. The CoLP revenue budget is already under significant pressure meaning that off-setting savings and efficiencies are identified before a project can proceed. Inevitably, this leads to delays.
- 8.11 The commentary on the projects with significant slippage is set out below.
- 8.12 The e-Discovery tool is software to assist in forensics. Gateway papers are being prepared although implementation will be in 2022/23.

- 8.13 The review and re-scoping of a number of Digital & IT projects, as described above, will lead to the total programme budgets not being required totalling £1.2m. In addition, other projects will straddle the financial year end and approximately £0.9m of costs will be incurred in the next year.
- 8.14 The upgrade of the Oracle platform for HR Project is linked to Corporation project and will spend in tandem. Expenditure is likely to be spread over next three years.
- 8.15 The Command & Control Project is a joint upgrade led by the Metropolitan Police (MPS). A project board has been in place since the start of the year, and further information is expected from the MPS, with detailed discussions and agreement to follow. This is expected to push delivery of this into the next financial year.
- 8.16 The National Law Enforcement Data Programme is a part of a nationwide project and not CoLP acting alone. This has not progressed in the current year and will be delayed until 2022/23.
- 8.17 The rescoping of the Surveillance Equipment project replacement project has led to a reduction in the total forecast expenditure. This exercise will also lead to most of the capital expenditure falling in the new financial year.
- 8.18 The Gateway and Business case for the replacement of the In Car Audio/ Visual are under development. There are significant dependencies between this and other IT related projects leading to further work is on-going to ensure value for money across all. Therefore, spend in this year likely to be low.
- 8.19 CoLP has an annual fleet replacement programme budget of £250,000. Due to delays caused by the pandemic and lock down, the delivery of 2020/21 vehicles were delayed, and the budget carried over to this year. The 2021/22 tranche has been approved by Projects Sub Committee but delays between order and delivery may lead this budget not being fully spend in 2021/22.
- 8.20 The specifications for the procurement of electric motorcycles are continuing, and at this stage delivery and expenditure is likely to be in the next financial year.
- 8.21 Finance has worked with the business to improve the accuracy of forecasting. Although the forecast expenditure to the end of the year is significantly lower than in quarters 1 and 2, there remains a material risk that actual expenditure at year end will be lower still.

9 Transactional finance

- 9.1 There has been a significant improvement in transactional performance during 2021/22. Table 9 below shows performance against the Corporation's target for payment of invoices within 10 / 30 days and compliance performance. This improvement is due to roll-out of self service across the Force, which has also generated a 40% reduction in the Transactional Finance Team.

Table 9 - Payment Performance - 10 days

Month	10 Day SME Transactions Qty	SME Paid after 10 days Qty	10 Days SME on time %	Target (88%)	Average Days to Pay (All transactions)
Apr-21	2,761	291	90%	88%	14
May-21	2,267	249	89%	88%	14
Jun-21	2,503	253	90%	88%	15
Jul-21	2,675	460	83%	88%	18
Aug-21	2,154	410	81%	88%	16
Sep-21	2,416	374	85%	88%	16
Oct-21	2,931	398	86%	88%	16
Nov-21	3,086	451	85%	88%	18
Dec-21	3,186	442	86%	88%	15
Total FY 2021/22	23,979	3,328	86%	88%	16

Table 10 – Payment Performance – 30 days

Month	All Transactions Qty	Paid after 30 days Qty	30 days on time %	Target
Apr-21	5,000	216	96%	97%
May-21	4,537	198	96%	97%
Jun-21	5,144	237	95%	97%
Jul-21	5,240	400	92%	97%
Aug-21	4,167	292	92%	97%
Sep-21	4,965	333	93%	97%
Oct-21	5,272	357	93%	97%
Nov-21	5,600	469	92%	97%
Dec-21	5,970	352	94%	97%
Total FY 2021/22	45,895	2,854	94%	97%

Table 11 - Invoice Compliance

Month	Invoices Received	Compliant Invoices	Value of Compliant Invoices	Compliant Invoices %
Apr-21	653	646	£3,630,824	99%
May-21	681	667	£3,252,503	98%
Jun-21	783	764	£3,674,187	98%
Jul-21	685	656	£6,997,408	96%
Aug-21	627	613	£3,668,384	98%
Sep-21	675	659	£3,185,812	98%
Oct-21	668	654	£3,570,063	98%
Nov-21	794	776	£3,378,553	98%

Dec-21	642	618	£3,274,247	96%
Total	6,208	6,053	34,631,981	98%

10 Use of Reserves

10.1 The Police reserves position is summarised in Table 12 below

Table 12

	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)

10.2 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

10.3 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 several years, over and above the annual £0.5m estimated receipts which is built into the base budget.

10.4 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.

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

11 Risk Management

11.1 Table 10 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
2021/22 Ring-fenced grant	£0.35m		Drawdown from COVID surge reserve if required
Action Fraud	Costs may exceed budgets		Funds have been set aside and the position is under constant review
Risk	Impact		Mitigation
Major incidents	Early engagement with the Home Office to ensure opportunities for cost recovery are maximised.		No issues to mitigate
Crime Performance / Safety issues	All such issues will be reported to Members		No issues to mitigate
Vacancy factor	The vacancy factor is reviewed and revised throughout the year. All recruitment is approved by the Strategic Workforce Planning.		A higher level of vacancies is held to balance the 2021/22 budget, which is causing operational problems in a number of areas.
Overtime budget	There may be additional overtime pressures due to holding a high level of		Overtime is currently contained within the reduced budget;

	vacancies and planned protests in the City		however, additional pressures are expected in Q3 and Q4.
Deferred Weekly Leave (DWL)	Accrued DWL has been quantified, currently £1.5m for Officers and £0.1m for staff, however, the build-up of DWL may be subject to unplanned events over the year. Currently no financial implication, however, continues to be reviewed.		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. A high level of slippage is anticipated due to lack of resources to deliver projects
Risk	Impact		Mitigation
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	The Strategic Fleet Management Group is monitoring financial risk around replacement spend.	Delays in placing orders has resulted in longer lead in times and increased costs	Orders have been placed for 2021/22, however, it is unlikely that vehicles will be delivered within this financial year.

Appendix 1

The position for capital schemes is shown below

	Programme Budget £'000	Approved Budget Drawdown £'000	Prior Year Spend £'000	2021/22 Budget £'000	Current year spend to Dec 2021 £'000	Total Spend to date £'000	2021/22 Forecast Spend £'000	2021/22 Forecast Variance	Future Years Forecast Spend £'000	Total Forecast Spend £'000	Forecast Variance £'000
Loan Funded Projects											
IT Related											
PowerBI self-service data analytics tool	84.0	0.0	0.0	84.0	0.0	0.0	84.0	0.0	0.0	84.0	(0.0)
E Discovery tool	300.0	15.0	0.0	300.0	0.0	0.0	15.0	(285.0)	285.0	300.0	0.0
Digital & IT Projects	5,180.0	675.0	675.0	2,255.4	0.0	675.0	71.8	(2,183.6)	3,193.3	3,940.0	(1,240.0)
Oracle 12.2 platform upgrade	408.4	0.0	0.0	408.4	0.0	0.0	138.9	(269.5)	269.5	408.4	0.0
Custody CCTV Upgrade	176.0	165.8	16.7	176.0	124.7	141.4	149.1	(26.9)	0.0	165.8	(10.2)
AV Refresh	135.5	0.0	0.0	135.5	0.0	0.0	135.5	0.0	0.0	135.5	0.0
GIS Upgrade	150.0	0.0	0.0	150.0	0.0	0.0	34.5	(115.5)	0.0	34.5	(115.5)
Covert Camera System	155.0	155.0	0.0	155.0	46.7	46.7	155.0	0.0	0.0	155.0	0.0
Body Worn Camera	459.4	38.7	66.3	459.0	(57.7)	8.6	7.2	(451.8)	672.6	746.1	286.7
	Programme Budget	Approved Budget Drawdown	Prior Year Spend	2021/22 Budget	Current year spend to Dec 2021	Total Spend to date	2021/22 Forecast Spend	2021/22 Forecast Variance	Future Years	Total Forecast Spend	Forecast Variance

	£'000	£'000	£'000	£'000	£'000	£'000	£'000		Forecast Spend £'000	£'000	£'000
Loan Funded Projects											
Forensic Image Management System	75.0	0.0	0.0	75.0	0.0	0.0	0.0	(75.0)	75.0	75.0	0.0
Command Control	770.0	0.0	0.0	520.0	0.0	0.0	100.0	(420.0)	670.0	770.0	0.0
National Law Enforcement Data Programme	684.0	0.0	0.0	342.0	0.0	0.0	0.0	(342.0)	684.0	684.0	0.0
HOLMES upgrade	150.0	0.0	0.0	75.0	0.0	0.0	0.0	(75.0)	150.0	150.0	0.0
Surveillance Equipment	885.0	0.0	0.0	665.0	0.0	0.0	80.0	(585.0)	277.0	357.0	(528.0)
Airwave Barbican Coverage	200.0	30.0	0.0	180.0	0.0	0.0	30.0	(150.0)	170.0	200.0	0.0
Azure Migration	800.0	800.0	(0.0)	720.0	262.3	262.3	720.0	0.0	80.0	800.0	0.0
City Policing Task Force Tasking	55.0	0.0	0.0	55.0	0.0	0.0	0.0	(55.0)	55.0	55.0	0.0
In-car audio/video	440.0	89.2	0.0	220.0	0.0	0.0	0.0	(220.0)	440.0	440.0	0.0
Law Enforcement Community Network	125.0	125.0	0.0	113.0	3.9	3.9	125.0	12.0	0.0	125.0	0.0
Project Servator and Counter Terrorism Application	75.0	0.0	0.0	75.0	0.0	0.0	0.0	(75.0)	75.0	75.0	0.0

	Programme Budget £'000	Approved Budget Drawdown £'000	Prior Year Spend £'000	2021/22 Budget £'000	Current year spend to Dec 2021 £'000	Total Spend to date £'000	2021/22 Forecast Spend £'000	2021/22 Forecast Variance	Future Years Forecast Spend £'000	Total Forecast Spend £'000	Forecast Variance £'000
Loan Funded Projects											
Software defined wide area network replacement	250.0	0.0	0.0	225.0	0.0	0.0	0.0	(225.0)	250.0	250.0	0.0
Equipment											
Positive Lock Baton	67.9	0.0	0.0	67.9	0.0	0.0	0.0	(67.9)	0.0	0.0	(67.9)
Fleet											
Vehicle Fleet Replacement Project	1,000.0	250.0	0.0	500.0	117.7	117.7	250.0	(250.0)	750.0	1,000.0	0.0
Electric Motorcycles	471.0	0.0	0.0	236.0	0.0	0.0	0.0	(236.0)	471.0	471.0	0.0
Horsebox Replacement	240.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	240.0	240.0	0.0
Accommodation											
Essential estate / security upgrades	185.0	0.0	0.0	150.0	0.0	0.0	0.0	(150.0)	85.0	85.0	(100.0)

Bishopsgate Armoury	250.0	15.0	0.0	225.0	12.0	12.0	50.0	(175.0)	200.0	250.0	0.0
	Programme Budget	Approved Budget Drawdown	Prior Year Spend	2021/22 Budget	Current year spend to Dec 2021	Total Spend to date	2021/22 Forecast Spend	2021/22 Forecast Variance	Future Years Forecast Spend	Total Forecast Spend	Forecast Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000
Loan Funded Projects											
Bishopsgate Security	75.0	0.0	0.0	75.0	0.0	0.0	75.0	0.0	0.0	75.0	0.0
Action Fraud											
Action Fraud	2,000.0	2,000.0		0.0	1,914.0	1,914.0	2,000.0	2,000.0	0.0	2,000.0	0.0
Total Loan Funded Programme	15,846.2	4,358.7	758.0	8,642.1	2,423.7	3,181.6	4,221.0	(4,421.2)	9,092.4	14,071.4	(1,774.8)
CoL Funded Projects											
Digital Interview Recording System	254.0	254.0	44.4		189.5	233.9	209.5		0.0	254.0	(0.0)
HR integrated	923.3	923.3	493.8		86.1	579.9	293.1		35.4	822.3	(101.0)
Airwaves	1,103.3	1,103.3	713.6		89.8	803.4	319.9		0.0	1,033.5	(69.8)

Emergency Services Mobile Communications Programme (ESMCP)	1,821.4	1,821.4	1,488.3		11.6	1,499.8	29.0		211.7	1,729.0	(92.4)
IT Modernisation/ Telephony etc.	9,299.7	9,299.7	8,747.9		248.0	8,995.9	414.2			9,162.1	(137.6)
	Programme Budget	Approved Budget Drawdown	Prior Year Spend	2021/22 Budget	Current year spend to Dec 2021	Total Spend to date	2021/22 Forecast Spend	2021/22 Forecast Variance	Future Years Forecast Spend	Total Forecast Spend	Forecast Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000
CoL Funded Projects											
ULEZ Fleet	1,800.0	1,800.0	367.1		751.2	1,118.3	1,432.9		0.0	1,800.0	0.0
Accommodation - Decant and preparation for Fleet House	12,110.0	10,881.7	8,580.9		1,007.8	9,588.7	1,405.4		90.4	10,076.8	(2,033.2)
Accommodation - Other	646.8	646.8	535.5		11.3	546.8	14.2		0.0	549.7	(97.1)
DOSF Fit Out	3,190.0	3,190.0	2,603.3		476.9	3,080.1	586.7		0.0	3,190.0	0.0
Ring of Steel	2,569.2	2,569.2	2,238.9		35.2	2,274.1	262.9		0.0	2,501.8	(67.4)
Total CoL Funded Capital Programme	33,717.7	32,489.3	25,813.7	0.0	2,907.3	28,721.0	4,967.9	0.0	337.6	31,119.2	(2,598.5)
Total Capital Programme	49,563.9	36,848.0	26,571.7	8,642.1	5,331.0	31,902.6	9,188.9	(4,421.2)	9,430.0	45,190.6	(4,373.3)

Our purpose:

- To ensure efficiency and effectiveness in how the City of London Police (CoLP) operates, supporting the Police Authority Board and its Committees to provide effective oversight
- To facilitate joint working between CoL and CoLP to help prevent crime, maintain the City as a safe place to do business and protect the UK from the threat of economic and cyber crime
- To oversee, promote and enhance CoLP's role as the national policing lead for economic and cyber crime and an expert in protective security
- To ensure the Policing Plan reflects the views of the residential and business communities in the City
- To ensure the Police Authority fulfils its statutory duties of providing an Independent Custody Visitor (ICV) scheme and complaints appeals process

Our priorities this year will be:

1. To support the CoLP leadership team to (re)build trust and confidence internally and externally, including through creation of a more diverse and inclusive culture
2. To implement a joint strategic communications and engagement plan for CoLP and CoLC to support CoLP's position locally and nationally
3. The continued transformation of Police Authority governance and staffing structures, ensuring they remain in line with Police & Crime Commissioner best practice and public policy
4. To continue to develop a framework of overarching policies for the Police Authority with a particular focus on supporting victims and crime prevention
5. To support CoLP in the re-procurement process for the next generation fraud and cyber crime reporting and analysis service

What's changed since last year...

- Changes to Police Authority Governance, following the Lisvane Review, including a much greater role for the Police Authority in the oversight of Force finances, Police Accommodation, NLF, and the re-procurement of the Action Fraud/NFIB system.
- A refreshed Policing Plan, reflecting the needs of both the residential and business communities in the City, and incorporating greater focus on the Force's specialisms for economic crime and protective security.
- Enhanced support for NLF and the integration of the National Police Chief's Council (NPCC) portfolio for cyber crime into the Force's operations, and cross-working with the Corporation on Action Fraud/NFIB procurement and NLF policy and promotion.
- Increased political engagement with Home Office ministers and officials, as well as the Police & Crime Commissioners, led by the PAB Chairman.
- The introduction of more robust oversight of the Force's finances, through the creation of a Financial Assurance Framework and Reserves Policy, and greater engagement on Transform and Shared Services.
- Resolving the funding gap for the new Action Fraud/NFIB system, in partnership with the Force and Home Office.
- Stronger and more effective working relationships across the Police Authority and City of London Police, enhancing resilience and collaboration on a range of key initiatives.
- ICV scheme continued to be rated as 'silver', with representation on the national Independent Custody Visiting Association (ICVA) Board, shaping custody strategy nationally.

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

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

Our strategic commitments

To improve Police Authority assurance over how CoLP:

- keeps the City safe beyond Covid lockdown and Brexit
- delivers effectively and efficiently its NLF responsibilities
- fulfils its resourcing uplift commitments
- operating model provides value for money, including shared services

To achieve sustainable police finances and ensure that:

- funding enables delivery of Policing Plan priorities
- robust savings plans are in place to close gaps and create efficiencies

To advocate on behalf of CoLP by:

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

To strengthen CoLP's culture by:

- balancing operational independence with strengthened accountability and transparency to the Police Authority
- streamlining Police Authority governance and enhancing its role as a "critical friend"
- supporting the trust and confidence programme

Key Risks

Likelihood				
			2	
			1	
Impact				

Risk Title	Score
Police and police authority funding	12 Amber
Changes to Police Authority governance	8 Amber
Transform	12 Amber

Police Authority Budget	£m
Pay Costs (core staffing & ringfenced recharges)	0.7
Non-Pay Costs (incl. consultancy & specialist support)	0.3
Total Costs	1.0

Milestones

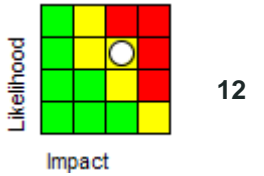
Milestones	Progress	Target
Delivery of a new operating model for the PA as part of the TOM	On track	Spring 2022
Achieving a sustainable medium-term financial position for CoLP	Not yet in place	To be agreed by 2022/23 FY
Overseeing the re-procurement of Action Fraud/NFIB system	On track	Spring 2024
Delivery of a joint CoLC-CoLP strategic communications and engagement plan	Not yet in place	Spring 2022
Stakeholder analysis of Police Authority performance and advocacy	Not yet in place	Summer 2022
Developing Police Authority policy approach to victims	Not yet in place	Summer 2022
Developing Police Authority policy approach to crime prevention	Not yet in place	Summer 2022
Developing Police Authority support for City's role as a Cyber Centre	Not yet in place	Summer 2022
Joint PA/CoLP risk register	Not yet in place	Summer 2022


Code	TC PA 01	Title	Police Funding
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Description	<p>Taking account of significant Force mitigations, there remains an aggregate deficit of £33m arising from the Police MTFP. This includes inflation, exceptional pressures arising from Action Fraud and loss of grants. Recognising the need to sustain vital policing services and that local funding of City of London Police is proportionately well below the national average, proposals are being put to Finance Committee and Court for a 0.4p increase in the Business Rate Premium (BRP) in 22/23. If approved this should significantly improve the risk score over the next 12 months and allow the Police risk to be merged with the overall City Fund MTFP risk. Residual risks would then include pay and non-pay inflation being higher than assumed, new pressures arising and failure to deliver and sustain mitigation plans. In addition, the absence of a discrete resource base for the Police Authority (PA) leads to operational pressures.</p> <p>This risk is registered as a Corporate Risk (CR23). If BRP is increased it should enable CR23 to be closed and residual Police finance risks to be merged with the overall City Fund MTFP risk.</p> <p>Cause: 1. No increase in local funding, creating major financial and operational risks. 2. Pay and non-pay inflation being higher than assumed 2. New pressures or grant reductions arise 3. Failure to deliver and sustain mitigation plans.</p> <p>Risk Event: Police finances are not sustainable over the medium term.</p> <p>Effects: Police deficits causing pressure on City Fund. And / or level of cuts required adversely impact policing services. PA inhibited in its role of securing an efficient and effective police service supported by the necessary funding levels</p>
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Category		Approach	Reduce
Risk Level	Departmental	Risk Owner	Caroline Al-Beyerty; John Barradell; Alistair Cook; Alix Newbold

Department	Town Clerk's	Committee	Police Authority Board
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Current Risk Assessment, Score & Trend Comparison		12	Constant
Likelihood	Possible		
Impact	Major		
Risk Score	12		

Target Risk Assessment & Score		8	
Likelihood	Unlikely		
Impact	Major		
Risk Score	8		

Review Date	15-Feb-2022	Target Date	30-Jun-2022
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Latest Note	Current and target risk scores both reduced by progress on local funding solution. Socialisation of problem with PAB, Finance Committee and RASC Members. Leading to proposals being put to Feb 2022 Finance Committee and March 2022 Court for a 0.4p increase in the Business Rate Premium (BRP) in 22/23. If approved this should significantly improve the risk score over the next 12 months and allow the Police risk to be merged with the overall City Fund MTFP risk.
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Actions related to this risk:


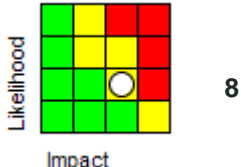

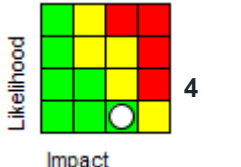
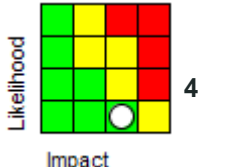
Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC PA 01e	Action Fraud/NFIB Funding post 2021 Spending Review	Clarity from the Home Office on a funding settlement for the next generation Action Fraud/NFIB system post 2021 Spending Review	Alix Newbold	31-Mar-2022	25%	Info provided to Home Office to support its SR bid. Awaiting confirmation from HO on SR outcome in relation to this programme.
TC PA 01f	BRP increase	Follow through on proposal	Caroline Al-Beyerty	31-Mar-2022	50%	Proposals to be made to March 2022 Court via Feb 2022 Finance Committee.
TC PA 01g	CoLP Mitigations	Assurance on detailed plans	Alistair Cook	30-Jun-2022	10%	Further work required on HQ / business support and £1m cuts.
TC PA 01h	Residual risks	MTFP scenario testing of inflation and other risks	Alistair Cook	30-Jun-2022	10%	For next MTFP review.
TC PA 01i	Residual risks	Agree officer baseline reduction (for CT and possibly TfL)	Alistair Cook	30-Jun-2022	30%	To follow up with Home Office.

Code	TC PA 04	Title	Changes to Police Authority Governance
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Description	Cause: Corporate Col structures inhibit sound and timely decision making Risk Event: Inability to achieve efficient and effective governance of CoLP Effects: Police Authority not fulfilling its role with delays to critical decisions		
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Category		Approach	
Risk Level	Departmental	Risk Owner	Alistair Cook; Alix Newbold

Department	Town Clerk's	Committee	Police Authority Board
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Current Risk Assessment, Score & Trend Comparison 			Constant
	Likelihood	Unlikely	
	Impact	Major	
	Risk Score	8	
	Review Date	15-Feb-2022	
Target Risk Assessment & Score 			
	Likelihood	Rare	
	Impact	Major	
	Risk Score	4	
	Target Date	31-Mar-2022	

Latest Note	<p>Fully implement current plans for refining Police Authority governance.</p> <p>Make case as appropriate for other changes to Police governance recommended by the Lisvane Review, as part of CoLC's overall process of implementing the Lisvane Review's recommendations.</p>
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC PA 04a	Capital programme governance	Consider scope to streamline CoLC capital programme governance for CoLP.	Alistair Cook; Alix Newbold	31-Mar-2023	10%	Initial work started on making the case for 'procurement' projects such as fleet replacement.
TC PA 04b	Strengthening PA function operating model	Currently under consultation	Alix Newbold	31-Dec-2022	0%	

Code	TC PA 05	Title	Transform
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Description	<p>Cause: Insufficient clarity on the outcomes of the Transform programme for the Police Authority to obtain robust assurance on whether key objectives are deliverable and extent to which the new CoLP TOM is transformational</p> <p>Risk event: Police Authority has an uninformed or erroneous view of efficiency and effectiveness of the operating changes being delivered through Transform and/or progress being made to deliver Transform to agreed timelines.</p> <p>Effects: Leading to an over or under optimistic view of the delivery of the programme. Potential undermining of the Policing Plan, MTFO and working relationships between the Police Authority and CoLP.</p>		
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Category		Approach	
Risk Level	Departmental	Risk Owner	Alix Newbold

Department	Town Clerk's	Committee	Police Authority Board
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Current Risk Assessment, Score & Trend Comparison	<div><div>Likelihood</div><div><div><div><div>Green</div><div>Yellow</div><div>Red</div></div><div><div>Green</div><div>Yellow</div><div>Red</div></div><div><div>Green</div><div>Yellow</div><div>Red</div></div><div><div>Green</div><div>Yellow</div><div>Red</div></div></div><div>Impact</div></div><div>12</div><div><div></div></div><div>Constant</div></div>	Target Risk Assessment & Score	<div><div>Likelihood</div><div><div><div><div>Green</div><div>Yellow</div><div>Red</div></div><div><div>Green</div><div>Yellow</div><div>Red</div></div><div><div>Green</div><div>Yellow</div><div>Red</div></div><div><div>Green</div><div>Yellow</div><div>Yellow</div></div></div><div>Impact</div></div><div>8</div><div></div></div>		
	Likelihood		Possible	Likelihood	Unlikely
	Impact		Major	Impact	Major
	Risk Score		12	Risk Score	8
	Review Date		12-Nov-2021	Target Date	31-Mar-2022

Latest Note	<p>Regular reporting from CoLP into Police Authority Board and relevant sub-committees. More work required on future affordability of new CoLP TOM. Further thinking and work required on designs for HQ and Business Support Services.</p> <p>SIA Member engagement, with appropriate Police Authority officer support, to develop a clearer and more quantified articulation of the Transform programme for Members.</p>		
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Actions related to this risk:

Ref No:	Title	Action Description	Action Owner	Due Date	Progress	Latest Note
TC PA 05a	Transform alignment	Alignment with joint review at TC PA 01a (including STRA, Workforce Plan, MTFP)	Alistair Cook	31-Dec-2021	50%	Initial paper submitted to Sept 2021 RREC & PAB meetings. Further work to be done for December PAB and 2nd Budget Bilateral to align Transform, MTFP mitigations & service choices assessment.
TC PA 05b	PAB assurance	Further assurance to be sought on affordability and designs for HQ and Business Support Services	Alistair Cook; Alix Newbold	31-Dec-2021	10%	Work to be developed during autumn 2021

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Committee(s): Police Authority Board	Dated: 16 February 2022
Subject: City of London Policing Plan 2022- 2025	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 Pol 18-22	For Decision
Report author: Chief Superintendent Rob Atkin MBE, HQ Services	

Summary

This report presents the final City of London Policing Plan 2022-25.

This is further to drafts of the Policing Plan submitted to the December 2021 and January 2022 Police Authority Board (PAB).

The Policing 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.

Members and Officers took part in an initial workshop on the 13 December 2021 and a fuller briefing to Members of the Court of Common Council took place on the 14 January 2022 and feedback has been incorporated as appropriate. Further feedback from Members at the January Police Authority Board (PAB) has also been incorporated.

Members received an update on the proposed Policing Plan Measures for the FY 2022-23 at the Strategic Planning and Performance Committee on the 7 February 2022. Feedback from Members and the Police Authority Team has been addressed.

The City of London Policing Plan 2022-25 and Measures for the year 2022-23, will be published on 1 April 2022, subject to approval as recommended below.

Recommendation(s):

It is recommended that Members:

- 1) Approve the City of London Policing Plan 2022-25
- 2) Approve the Policing Plan Measures for FY 2022-23.

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 the 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.
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.

Current Position

5. The Commissioner and the Chair of Police Authority Board (PAB) gave a fuller briefing on the Draft Policing Plan to Court of Common Council Members on the 14 January 2022.
6. Additionally, Members were given the opportunity to give further feedback at the PAB on the 27 January 2022 and all feedback has been incorporated where appropriate.

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

7. The Strategic Planning and Performance Committee on the 7 February 2022 received a report on the proposed Policing Plan measures for the FY 2022-23 and again after further consultation with the Police Authority Team, the measures have been finalised.
8. The new City of London Policing Plan 2022-25 will be published on the 1 April 2022.

Corporate & Strategic Implications

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

Financial implications- The intention is for the Policing Plan to be linked to the Medium-Term Financial Plan.

Resource implications- The intention is for the Policing Plan to be linked to the Strategic Workforce Plan.

Legal implications- See paras 1-3

Risk implications- N/A

Equalities implications – The new Policing Plan will have Equality and Inclusion at its core as this is a force priority that runs through all planning currently.

Climate implications- N/A

Security implications- N/A

Conclusion

9. 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 document is appended to this report.

Appendices:

Appendix A – City of London Policing Plan 2022-25.

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A local service with a
national role, trusted by
our communities to deliver
policing with professionalism,
integrity and compassion

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FOREWORD

FROM POLICE AUTHORITY CHAIR AND CITY OF LONDON POLICE COMMISSIONER

CHAIRMAN'S FOREWORD

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

In 2021 the Board appointed Angela McLaren as the first female commissioner in the City of London Police's 182 year history. Her professional credentials, leadership approach and commitment to equality and inclusion were key factors in her selection. She will be joined by a new chief officer team with the diverse skills and experience necessary to lead a modern police service.

The Board's number one priority continues to be dealing with the threat from terrorism. As part of this Policing Plan, City of London Police will continue to invest in and prioritise its operational capability in this area, including Project Servator, armed policing and the Safer City Programme.

Financial and related professional services choose London and the Square Mile for its regulatory regime and approach to tackling economic crime. It is why the City Police's role as National Lead Force for Fraud is so important. The City of London Police's responsibility for commissioning the national fraud and cyber crime reporting and analysis service is a vital part of this work and continues to be critical to protect and pursue activity across policing. The Board will also support City of London Police's work to enhance its police leadership role in cyber, as the City's tech sector continues to drive innovation in online platforms for businesses across the UK.

The new Commissioner has made clear that a key part of her agenda is to rebuild trust in policing, as an effective police service must have the confidence of its communities. It is for this reason the Board has developed a Diversity Statement to enhance scrutiny of City of London Police's work to secure this trust and strengthen the diversity and inclusivity of its operations. This Policing Plan has a strong focus on victims, diversity and inclusion, and reducing violence against women and girls, particularly in the City's growing night-time economy.

The City of London Police is of fundamental importance to the City and its business and residential communities. The Police Authority Board will continue to challenge and support the City of London Police to deliver the priorities set out in this Policing Plan.

James Thomson

Chair of the Police Authority Board



FOREWORD FROM CITY OF LONDON POLICE COMMISSIONER

I am delighted to present this policing plan. A plan that reflects our local role, where we are responsible for keeping the iconic City of London safe, alongside our national roles in relation to economic crime, cybercrime and protective security.

We discharge these responsibilities in a changing world. As we emerge from the pandemic we see the City coming back to life, whilst at the same time, we are all living more of our lives online. These changes impact how we police and we must stay responsive to ensure we keep people safe in both the physical and virtual world. We must also acknowledge this is a very difficult period for policing. Trust, confidence and legitimacy are very much in the spotlight and under the microscope.

This plan intentionally puts victims at its heart and has a strong focus on creating a culture of equity and belonging. Policing is a people business and living our values of professionalism, integrity and treating people with compassion, both inside and outside the organisation, will be key to how we operate.

The way our services are delivered and received by the public and the way our people feel about working in the City of London Police, will be indicators of success. We will seek to attract and retain a diverse range of talent, considerate of the skills and behaviours we need now and in the future. We will develop a truly inclusive culture, where our people feel trusted, well-led, and well-supported by one another. An organisation people are proud to be part of.

Tackling crime requires an understanding of the root causes and a whole-system response. We will continue to work collaboratively with partners including the Corporation, law enforcement and the public and private sectors to prevent and reduce crime and bring offenders to justice, locally, nationally and internationally. In doing so we will also increase our engagement across our communities.

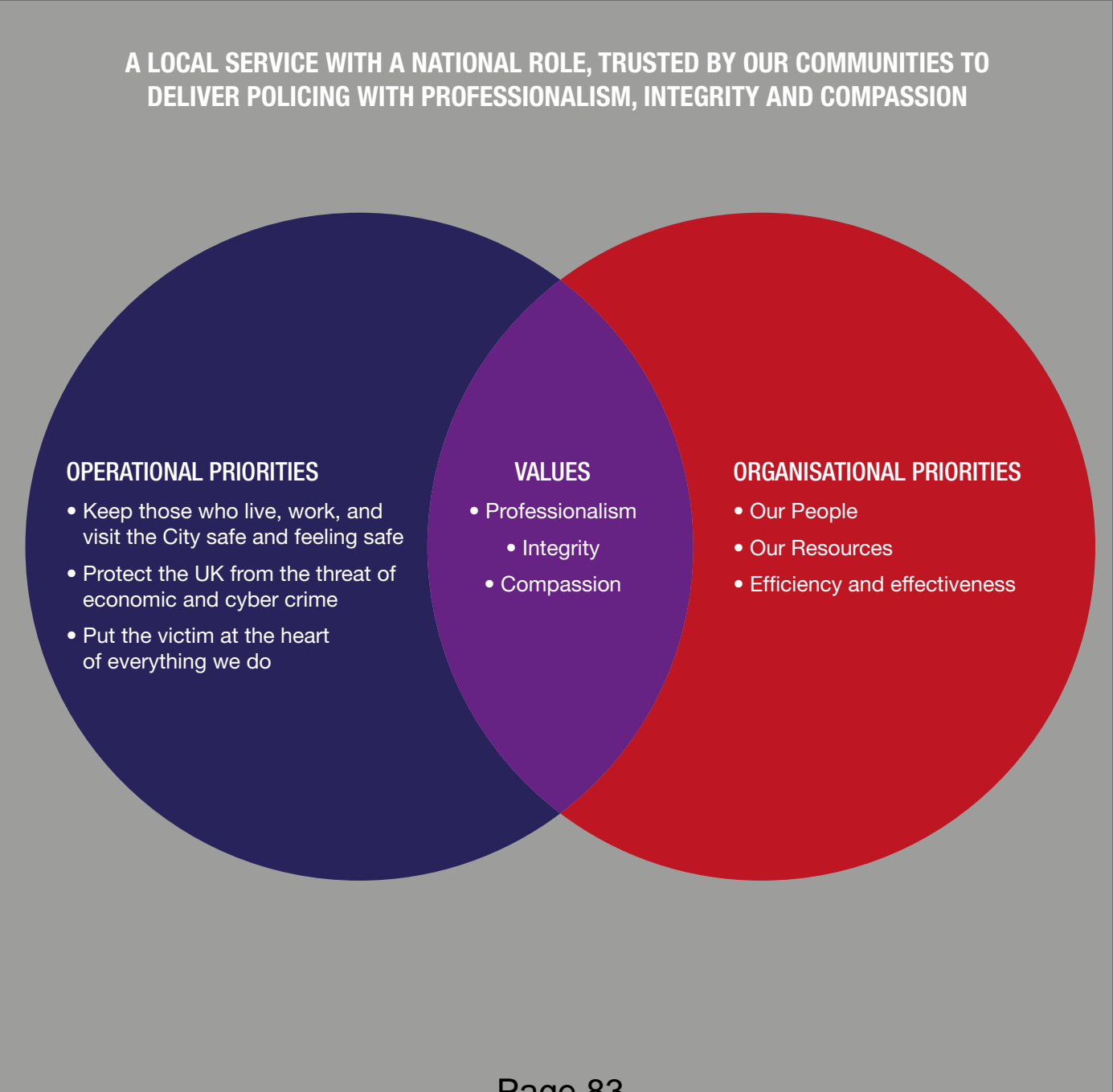
The last two years have been particularly difficult for society and for policing. I am proud to be leading the City of London Police and look forward to working collectively to deliver a modern engaging and professional service for all our communities.



Angela McLaren

POLICING PLAN ON A PAGE

Our policing plan has our values at its core. Professionalism, integrity and compassion will underpin everything we do, from how we provide our services to how we interact with our colleagues. The plan has clear operational priorities, namely, to protect both our local and national communities and in doing so continuously focus on supporting victims. Our organisational priorities will enable us to deliver our service. We will attract, retain, and develop our people and promote a culture of equity and belonging. Our people must have access to the right resources, whilst at the same time ensuring we act with efficiency and effectiveness.



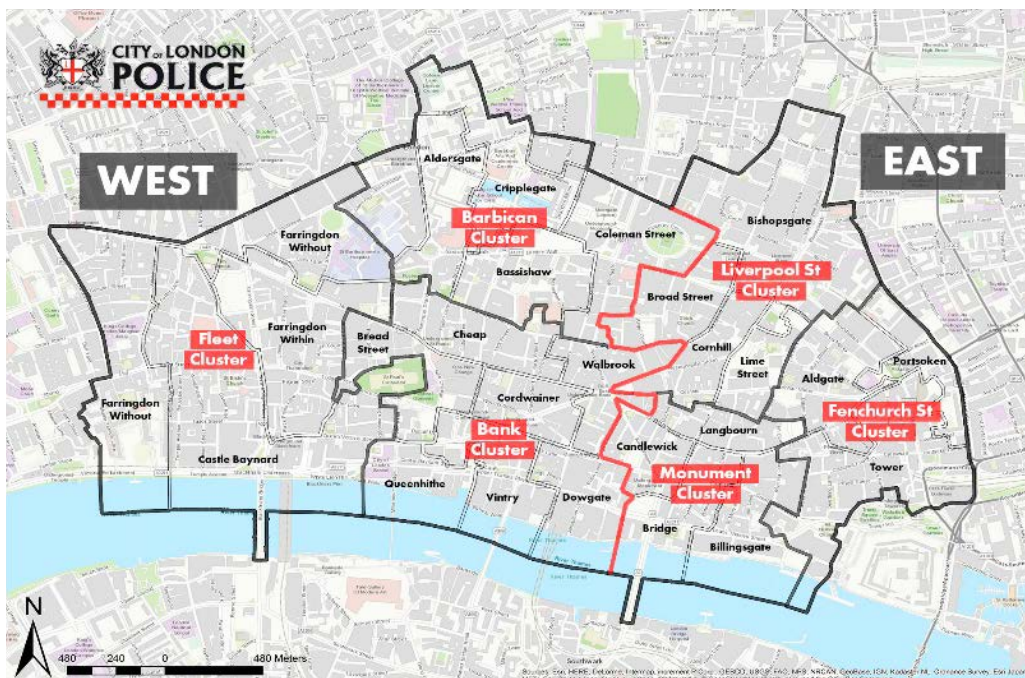
SECTION 01

BACKGROUND TO THE PLAN

CITY OF LONDON POLICE AT A GLANCE

OUR AREA

- The City of London is one square mile, with around 8,700 residents, and, in a typical year, 513,000 workers per day and over 18 million visitors annually.
- It is home to countless sites of historic, cultural, and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England, and the Stock Exchange.
- The City of London is one of the most important financial centres in the world and the economic heart of the United Kingdom.
- As national policing lead for economic and cyber-crime, our area extends to the national and international.



IN 2021 TO 2022 WE HAVE...

Deployed our Project Servator teams **2424** times to protect our City

Policed **76** protests in the City

Disrupted **41** Organised Crime Groups

Recruited **66** new joiners, **10.6%** BAME

Cadets recruited **56%** female and **66%** from BAME background officers.

Informed banking of **£54,887,229** money at risk and confirmed **£2,227,589** repatriated to victims

Through Action Fraud and the NFIB, we have diverted over **1.87 million** additional contacts to police 999/101 centres per year and recorded circa **639,000** reports

Alerted the financial sector to **35,400** bank accounts and compromised credit cards linked to fraud with a value of almost **£58m**

Recovered over **£29,080,669** in assets compared to £5,931,307 in 2020/21.

Sought our victims **£218,079** in compensation.

POLICING IN A CHANGING WORLD

The COVID-19 pandemic has presented unprecedented challenges for the well-being of our communities. It has accelerated the adoption of technology and increased social isolation for some people, contributing to an increased threat from terrorism, fraud, and cybercrime.

In the autumn of 2021, the national terrorism threat level was increased to severe (meaning an attack is highly likely). The threat and profile of terrorism is changing. Self-initiated terrorists are becoming more prevalent and challenging to identify and stop. The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption.

The 2021 Crime Survey of England and Wales estimated that fraud and cyber accounts for over a third of all crime. These crimes affect more people, more often, than any other crime type and cause significant harm to victims. Economic and cyber crime are serious and organised threats. A significant number of people committing fraud are also involved in other forms of serious and organised crime.

Fraud continues to be cyber-enabled, using internet and communication platforms. The proliferation of virtual currencies has also provided new opportunities for criminals to launder the proceeds of their crimes. The City of London Police has a key role to lead the national policing response to these threats.

As crime becomes increasingly more global, City of London Police is at the forefront of working with international law enforcement agencies to fight criminality. Successful programmes to assist international law enforcement to strengthen economic crime and counter terrorism capabilities have resulted in closer working, and the ability to tackle criminality that affects the UK from abroad more effectively. Combating the international threat will require, sharing best practice, increased partnership working, and using learning from others to influence how services are delivered in the UK.

Since the start of the pandemic, work patterns of people and businesses have changed, and restrictions on travel have impacted tourism. As of November 2021, retail and visitor footfall in the City of London area was still 60 percent of pre-pandemic levels. The City of London Corporation is working on a strategy named 'Destination City', which aims to meet the challenges of the changing economic landscape and deliver sustainable investment into the future City economy. This is underpinned by an exciting future in the leisure sector for the City, built upon its unique heritage and culture. The City will see a refreshed hospitality and retail offering to its residents and visitors. This will be supported by a future ambitious events program.

The City will change and grow through these plans. It will attract crowds, create new wellness and sporting attractions, enhance the night-time economy, have more car-free areas, and see an increase in residential population. More events in the City will require a focus on public safety, not only by deterring criminality but also on the threats from terrorism.

Our policing style will be highly visible, approachable and responsive to the needs of the community. Our local sector model focuses on those crime and anti-social behaviour problems that matter most to our communities. Strong partnerships with the Corporation, businesses and licensees will ensure sustained public protection as the leisure economy grows.

In ensuring the City is at the forefront of public safety, we are working alongside the Corporation on the 'Safer City Program', due to conclude in 2023. This will see the delivery of state-of-the-art technology upgrades to maximise safety in the Square Mile. This includes state of the art CCTV infrastructure to improve security, detect crime and keep people safe and feeling safe.

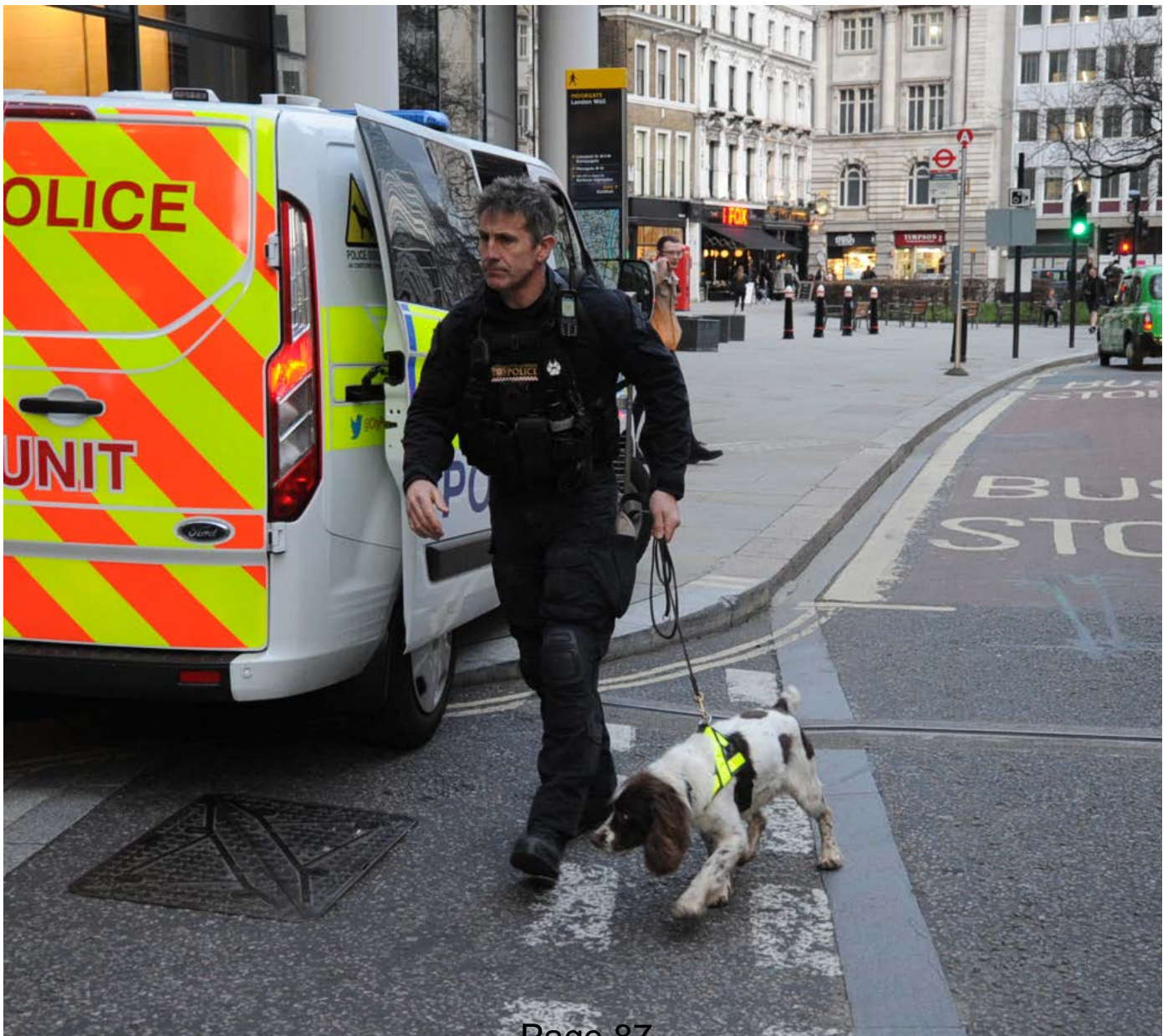
Movements linked to Black Lives Matter and Violence Against Women and Girls have created momentum for social change. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Public confidence has suffered, and City of London Police is committed to restoring trust among its communities. Policing is implementing national action plans for race and inclusion and to reduce violence against women and girls, which will be delivered locally alongside other activity to drive up standards of behaviour and create a culture of inclusion and belonging.

Being able to attract and retain the very best police officers, staff, and volunteers is increasingly important in a competitive labour market alongside the changing societal expectations of how we live and work. A representative workforce and a culture that is genuinely inclusive will help us to retain talent, benefit from diversity of thought and drive innovation and creativity in our services.

Data and technology remain central to understanding the threat from future criminality, and the impact on policing and the public. Innovation is necessary to deliver a response that is shaped by evidence and leverages the latest technology to stay ahead of the threat.

International and local drivers to improve environmental sustainability are also relevant to policing. From managing the additional demand from climate activists exercising their right to protest, to reducing our carbon footprint and improving the sustainability of our estate's infrastructure. With potentially more car-free areas in the City, we will consider how best our officers patrol and respond to calls for service, using more two-wheeled vehicles where appropriate in line with the Corporation Climate Action Strategy.

Our plan sees the safety of communities and their feelings of safety, as a 'golden thread' throughout all we do. This will be key to ensuring the UK is able to reach its full potential, attracting future investment and the confidence of businesses to invest, with people seeing the City as the first-choice destination. Our plan places victims of crime at the heart of everything we do, with a relentless focus on reducing crime, bringing offenders to justice and crime prevention.



LISTENING TO OUR COMMUNITIES

The policing plan has been informed by numerous national drivers (priorities, strategies and plans), along with engagement from our communities.

NATIONAL DRIVERS



LISTENING TO COMMUNITIES

In providing a policing service to the City, it is important we listen to our communities and respond to issues the public feel should be a priority area for the City of London Police. Each year we undertake a community survey to capture the views of residents, workers, and visitors to the City to identify what they feel are the priority areas for us to focus on.

Over the past three years there have been some consistent themes raised in the community survey. The response and prevention of terrorism; reducing anti social behaviour; theft of personal items; reducing violence & harassment; and rough sleeping were highlighted this year in the top five concerns, and previously we have seen road safety and drug dealing feature as key concerns.

The top five priorities for our community are.



Terrorism remains a high priority for the police service, to ensure we protect the people living, working, and visiting the City. Recent attacks in the UK and in the City underline the critical work we and our partners do to prevent attacks and ensure we can respond effectively, should an attack occur. This remains an important focus for the provision of our service and forms one of the three pillars of the policing plan.

Personal theft, anti-social behaviour and rough sleeping are addressed in the keeping the City safe and feeling safe pillar of the policing plan, as well as putting victims at the heart of everything we do. These form a key part of our success measures of reducing neighbourhood crimes, in partnership with the City of London Corporation.

Violence and harassment were the fourth priority identified in our survey. Key to this is our work with the licencing authority and businesses to ensure the night-time economy is a safe place for people to be. We have detailed plans to tackle violence against women and girls and reduce crimes linked to the night-time economy. Our measures for reducing neighbourhood crime directly address this priority, along with support for victims and increased criminal justice outcomes.

While **road safety** was not identified as a top three priority for the public within the survey, we remain focused on this aspect of service, along with the City of London Corporation, to improve the feeling of safety in the use of the roads across the City. We will continue to take part in local, regional, and national days of action to improve road safety and safety awareness.

Drug dealing and reducing the harm from drugs remains a priority for the service and is linked to our work in disrupting organised crime, the Government's 10 year drug supply strategy and bringing to justice those who supply drugs in the City of London Police area.

Worked into the policing plan each year are the threats, emerging issues and risks across the priority areas set out in the full strategic assessment of the service. These include fraud, terrorism, serious and organised crime, violent and acquisitive crime, and our neighbourhood concerns.



NATIONAL TO LOCAL

A national delivery plan for violence against women and girls was published in December 2021 and is a key focus of this policing plan. A detailed delivery plan based around three national objectives to improve trust and confidence in policing, relentlessly pursue perpetrators, and create safer spaces will be developed and scrutinised by the Police Authority. Year one of the plan will focus on key police activity, while years two and three will evolve into a multi-agency partnership plan between the City of London Corporation, statutory agencies, third sector and businesses, delivering a whole-system approach to tackling violence against women and girls.

OUR PLAN

All this work aims to ensure we deliver a policing service to the public that is valued and legitimately responds to our community priorities, while also tackling other high-harm areas of concern such as economic and cyber-crime that form the second pillar of our plan. Together with our partners, our focus on putting the victim at the heart of everything we do will ensure we provide the very best service and relentlessly bring more offenders to justice.

Bringing all this together, our Policing Plan has three operational priorities at a local and national level. To deliver these priorities as an organisation, we will be putting our people at the forefront, and leading with innovation and efficient and effective processes. Our priorities support 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.

SECTION 02

THE PLAN IN DEPTH

OVERVIEW

A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION

OPERATIONAL PRIORITIES

- Keep those who live, work, and visit the City safe and feeling safe
- Protect the UK from the threat of economic and cyber crime
- Put the victim at the heart of everything we do

VALUES

- Professionalism
 - Integrity
- Compassion

ORGANISATIONAL PRIORITIES

- Our People
- Our Resources
- Efficiency and effectiveness

VALUES

PROFESSIONALISM

We will deliver our services professionally and diligently. We will always expect the highest level of professional conduct by our people and commit to their continuous professional development.

INTEGRITY

We will earn the trust of diverse communities and partners through honesty and always doing the right thing. We will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.

COMPASSION

We will act with humanity and kindness, ensuring our people and communities are treated with care and respect. We will create a culture of belonging and mutual trust and respect.

OPERATIONAL PRIORITIES

KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

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 the lower-level crime we know concerns our communities, such as anti-social behaviour.

PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME

We will lead the policing response to the threat from economic and cyber-crime, delivering against national fraud and cyber strategic ambitions.

PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will constantly improve the victim experience, from first contact to the end of judicial process, focussing on positive outcomes for victims and bringing more offenders to justice.

ORGANISATIONAL PRIORITIES

OUR PEOPLE

We will create a culture of inclusion to attract and retain diverse talent. This will be underpinned by a proactive approach to wellbeing to ensure our people are engaged and supported. We will continue to develop leadership capabilities embedding a culture of empowerment, continuous learning, and improvement in all we do.

OUR RESOURCES

We will embrace new technologies to fight crime and improve victim experiences. We will enhance our use of data and the digital capabilities in our workforce. We will continue to invest in estates infrastructure to ensure it is fit for modern policing and our fleet is able to meet the changing environment of the City

EFFICIENCY AND EFFECTIVENESS

We will ensure efficient and effective use of our funding and resources to provide best value for money. We will work with a range of partners and sectors to maximise efficiencies and ensure the best outcomes for our communities and victims of crime.

VALUES

PROFESSIONALISM, INTEGRITY AND COMPASSION

Our policing plan has our values at its core. These drive how we interact with each other and the public and how we work together to achieve the ambitions set out in this policing plan. We will ensure they are both understood and practiced in all we do. We will expect to be held to account against these values both as individuals and organisationally in all we deliver as a police service.

PROFESSIONALISM

- 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.

INTEGRITY

- Integrity is about being trustworthy, honest, and doing the right thing.
- We expect our officers and staff to 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.

COMPASSION

- To ensure our communities receive the best possible service, our officers and staff follow our core value '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.

OPERATIONAL PRIORITIES

KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

- Reducing Neighbourhood crime and harm
- Protecting the City from Terrorism
- Safeguarding and supporting vulnerable people
- Tackling serious and organised crime

REDUCING NEIGHBOURHOOD CRIME AND HARM

We will respond to community concerns about neighbourhood crime including acquisitive crime and anti-social behaviour and encourage safer driving and riding to reduce harm on our roads.

Police officers, staff, special constables, and volunteers provide a 24/7, 365 day a year service to keep those who live, work, study and visit the City safe. Our sector model concentrates on working at ward level with partners and communities to prevent and reduce crime and embed long-term problem-solving solutions. This includes expanding our business crime reduction partnership and working with the Business Improvement Districts and Safer City Partnership. The Safer City Partnership is a statutory partnership that **brings together organisations and other partners with responsibility for keeping people safe**. It is responsible for the delivery of the Safer City Strategy. The Safer City Partnership plays a key role in reducing crime and other harms that affect those who live, work, and visit the City of London.

The Partnership has a track record of success over the years in achieving goals.

- It provides a strategic and collaborative platform for different agencies to come together and help make the City a safer and pleasant place.
- Its responsible for delivering high quality community safety interventions for the benefit of the City of London and its neighbouring communities.
- Its local experience and approach is endorsed by the Home Office's Modern Crime Prevention Strategy which highlights that potential partnerships have to prevent and reduce crime.
- Its ambition is to build upon the existing and strong foundations and oversee further improvements in preventing and responding to crime and anti-social behaviour.

Focusing on community concerns and issues raised by our new local ward panels is a key part of our policing plan and response, creating a series of localised commitments. Anti-social behaviour, including street drinking, rough sleeping, begging and anti-social cycling/skateboarding will remain a priority and activity for long-term problem solving with our partners.

Low overall crime levels in the City make it one of the safest places in the country. However, since the City COVID-19 restrictions have started to ease, there has been a significant increase in footfall in the night-time economy. This has coincided with an increase in violence linked to alcohol and acquisitive crime. With the development of the culture mile, we will continue to work in partnership with our communities, both business and residential, collaborating with the licenced trade, to reduce crime and vulnerability, focussing on violence against woman and girls and reducing theft in the night-time economy.

We will continue to focus on policing the City's Road network, encouraging safer driving, and riding, with an aim to reduce harm on our roads. We will work towards Vision Zero, eradicating deaths and serious injuries on our roads.

We will use our stop and search powers ethically, responsibly, and lawfully to recover weapons, stolen items, and target those who sell drugs within the City. The trust and confidence of the community in the use of these powers is key and will be scrutinised through our Independent Advisory Scrutiny Group and by the Police Authority. We will continue to publish and scrutinise data in terms of ethnicity to ensure that we are transparent and ensure that we are using these powers ethically, responsibly, and lawfully.

The City of London is often a focal point for demonstrations, the majority of which are peaceful. We will continue to work with organisers, in partnership with the City of London Corporation and other stakeholders, minimising disruption to the people who live, work, and visit the City to deliver well planned and safe events.



PROTECTING THE CITY FROM TERRORISM

We will continue to enhance and develop our protective security tactics to protect the City from terrorist attack, testing and exercising with a range of key stakeholders and partners to improve our response.

The city of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption. Our priority activities support the national strategy of preventing people turning to terrorism, pursuing those who plot to carry out attacks, strengthening our protection against a terrorist attack and preparing to mitigate the impact of any attack. We will implement learning arising from public inquiries and reviews into terrorist incidents locally and nationally to ensure continuous improvement in our approach.

Over recent years, we have strengthened engagement with our community and will continue to develop ways to engage and work with partners in a coordinated way. This includes continued training to enhance security awareness through local delivery of national programmes including *See, Check and Notify (SCaN)* and *Action Counters Terrorism (ACT)*.

The City of London Police will continue to lead the counter terrorism policing tactic Project Servator across law enforcement nationally and internationally. This includes working with organisations, venues, and events to help them maximise the effect their staff can have on disrupting terrorist activity.

SAFEGUARDING AND SUPPORTING VULNERABLE PEOPLE

Working with partners, we will provide the best response and support to people who are vulnerable or find themselves in a vulnerable situation.

Supporting victims and safeguarding the vulnerable are key themes of this policing plan. We will use the national vulnerability assessment framework to ensure the appropriate policing and partnership support is provided.

Our response to domestic abuse, stalking and harassment, child abuse, Sexual offending and hate crime is led by our Public Protection Unit. This is a significant area that spans the whole policing response, requiring not just the pursuit of offenders, but significant work to prevent crimes and increase the protection of the public. Coordination of this is guided by a vulnerability action plan which seeks continual improvement, from initial response, through the investigative and judicial processes, to improved outcomes.

Ensuring a high-quality service is pivotal to our response to many areas of safeguarding, including violence against women and girls and is achieved through a strong partnership with the City of London Corporation and other agencies.

TACKLING SERIOUS AND ORGANISED CRIME

We will relentlessly pursue organised crime groups that operate in the City and beyond, particularly in the areas of economic and cyber crime, drug supply, modern slavery, and immigration crime.

Serious and Organised Crime (SOC) continues to have a significant impact in the UK with roughly 70,000 SOC nominals involved in serious and organised criminality. The National Crime Agency, National Strategic Assessment of Serious and Organised Crime states between 550,000 and 850,000 UK-based individuals posing varying degrees of threat to children. SOC is therefore both a local and national priority. As the national policing lead for fraud and cyber crime, economic type offences continue to be the highest form of SOC addressed by City of London Police.

The low resident child population accords with the low level of reported child sexual exploitation and abuse. Instances of domestic servitude, labour exploitation, sexual exploitation, and organised immigration crime occurring in the City are also low. However, we will continue to actively target these crime types by developing intelligence and actively targeting criminals in these areas.

The supply of drugs and links to gangs, violence and acquisitive crime are set out in the 2021 UK Government 10- year drug plan, to cut crime and save lives. Organised crime groups are known to operate in the City. There are also links to drug use and supply in the night-time economy. Due to the extensive transport hubs and our surrounding boroughs, county lines activity regularly passes through the City policing area. Our activity in this plan fully supports the new national strategy.

We will also make full use of powers to prevent reoffending.

We will proactively disrupt offenders involved in local and serious and organised crime and will tackle repeat offenders who cause most harm through a multi-agency response to manage their behaviour and impact on the community.

Offender management is a proactive commitment to the disruption and face-to-face management of criminals involved in local crime and serious and organised crime. We will continue to prioritise the use of serious crime prevention orders (SCPO's) and other ancillary orders that monitor and restrict certain behaviours to prevent future or ongoing criminal activity.

OPERATIONAL SUCCESS MEASURES

- 1.1 Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.**
- 1.2 Vigilance against terrorism by 'planning, testing and exercising' and 'preparing and engaging' businesses and communities to ensure the City is prepared to respond to terrorism.**
- 1.3 Improve current grading of good to outstanding in relation to the quality and effectiveness of locally delivered Project Servator community engagement and communications.**
- 1.4 Ensure Police make appropriate use of their powers to tackle and deter Anti-Social Behaviour.**
- 1.5 Increase the number of positive outcomes from identified repeat offenders.**
- 1.6 Reduce Neighbourhood and Violent Crime.**
- 1.7 Disrupt drugs supply in the City through pursue activity.**

PROTECT THE UK FROM THE THREAT OF FRAUD AND CYBER CRIME

- Leading and coordinating the national police response
- Improving national fraud and cybercrime reporting services
- Developing the skills and knowledge to tackle economic and cyber crime
- Improving the police response to fraud

LEADING AND COORDINATING THE NATIONAL POLICE RESPONSE

We will strengthen the national strategic approach to policing economic and cyber crime and work closely with partners to deliver a whole system response to these threats.

City of London Police is the national policing lead for economic and cyber crime, responsible for setting the national strategy and coordinating the operational response. We will strengthen our approach to tackling economic and cyber crime, at a local regional and national level, aligning these portfolios and developing a joint capability strategy including the creation of a national fraud and cyber coordination centre. The National Fraud Policing Strategy will also be refreshed in 2022.

Together, the City of London Police and City of London Corporation have the unique ability to position the UK as the world-leader in tackling economic and cyber-crime. Recognising the fundamental need for a whole-system response, we will continue to work closely with key partners and stakeholders, in particular industry which has made a substantial investment in our work to tackle fraud, and the National Economic Crime Centre.

IMPROVING NATIONAL FRAUD AND CYBER CRIME REPORTING SERVICES

We will improve the fraud and cyber reporting service through a programme of continuous improvement and implementation of a next generation service.

City of London Police is responsible for delivering the National Fraud and Cyber Reporting Service. It is currently developing a next generation service to provide a more accessible service for the public and organisations to report fraud and cyber crime, and improve the flow of crime, information, and intelligence reports through the ecosystem. The procurement process is underway, and the delivery of the next generation service is expected to go live in 2024.

Implementation of the next generation service will be underpinned by a continuous improvement programme over the next three years to increase ease of reporting by individuals and industry (including a new cyber reporting

capability for business), maximise opportunities with financial institutions to stop and recover victim losses, and further roll out the Economic Crime Victim Care Unit. We will continue to raise awareness of the latest threats to help keep the public safe and improve the prioritisation of disseminations to forces to maximise disruption opportunities and prioritise threats with links to organised and violent crime.

DEVELOPING THE SKILLS AND KNOWLEDGE TO TACKLE ECONOMIC AND CYBER CRIME

We will continue to develop and deliver the highest quality training and continuous professional development to satisfy the needs of UK policing, the wider public sector counter fraud community and government funded international capability building while generating sufficient income to cover all costs.

The Economic Crime and Cyber Academy has broadened its remit to incorporate cyber crime and successfully adapted and integrated hybrid learning as part of a new strategy created in 2021. Implementing this strategy and developing its cyber offering will form a key part of its priorities over the life of this plan.

IMPROVING THE POLICE RESPONSE TO FRAUD

We will support implementation of the national fraud reform programme, lead and coordinate national pursue and protect campaigns against high harm threats and encourage greater prioritisation of fraud across policing.

City of London Police has been working with the Home Office on a national fraud reform program which will see increased pursue and protect capabilities across City of London Police and Regional Organised Crime Units over the next three years. In addition, we are working with Police and Crime Commissioners (PCCs) to influence greater prioritisation of fraud within their local policing and crime plans and seeking a greater involvement from PCCs in supporting victims.

We will continue to broaden our investigative caseload to take a more proactive approach to targeting high harm threats and disrupting organised crime groups, working

as part of a national network of investigators. Our units funded by the banking sector, insurance industry and Intellectual Property Office also have an important role in the whole system as their reach extends beyond the capabilities of individual forces. A second Intellectual Property Crime Unit established in the Northwest of England extends our national reach and is a blueprint for our ambition to strengthen economic crime capabilities outside of London. We will work with funders to further extend this model.

IMPROVING THE POLICE RESPONSE TO CYBER CRIME

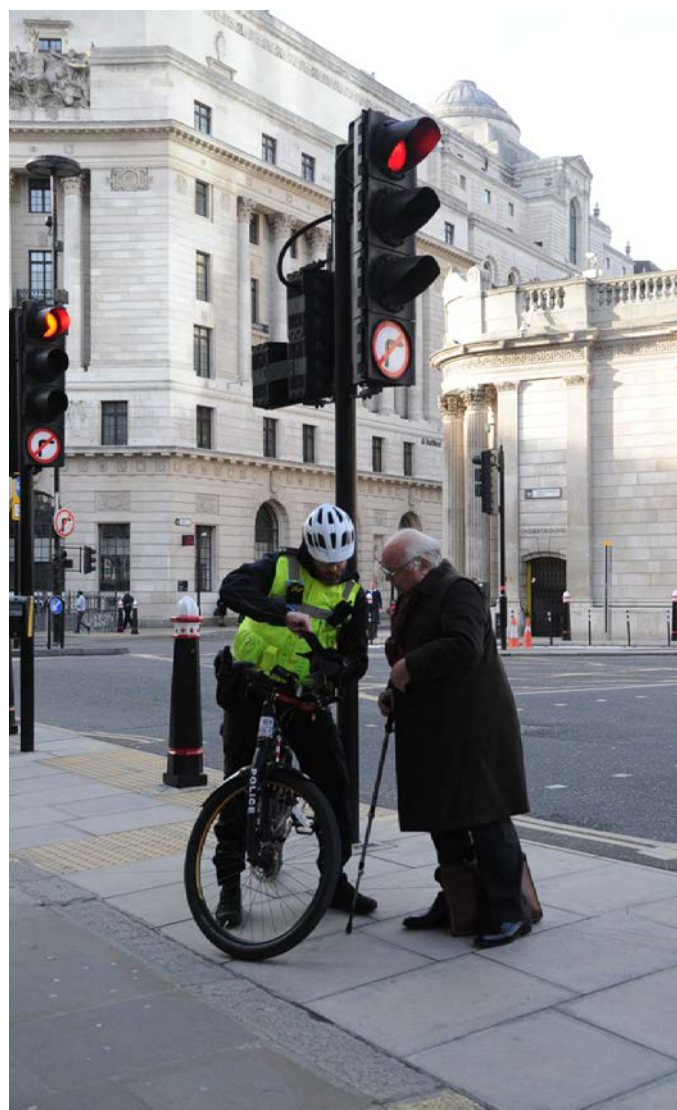
We will continue to develop the UK policing response to cybercrime.

As the national policing lead for cybercrime, City of London Police leads on the delivery of a national cyber programme focused on developing the capacity and capability of policing to combat cybercrime. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre, Home Office and across wider policing. The programme has over 35 projects covering areas such as training and development, equipment, technology, policy, and process.

The programme has built an effective, integrated policing capability at the local, regional, and national level, able to respond to major cyber incidents and reported cybercrime. The programme has developed cybercrime units in every force in England and Wales and dark web operational teams in every region, providing a comprehensive victim-focused service.

Recognising prevention is key, the programme has rolled out not for profit Cyber Resilience Centres (CRC) to every region of England and Wales. These public private partnerships provide subsidised or free cyber security guidance and consultancy for hard-to-reach micro and SMEs. A national CRC has also been developed. This will provide an opportunity to strategically coordinate and develop national services.

City of London Police will continue to develop the Cyber Griffin service and seek opportunities to develop this model outside of the city. Following COVID-19 social distancing restrictions, the Cyber Griffin operating



model was changed through investment in new digital infrastructure enabling delivery of a digital service. Cyber Griffin has worked with some of the largest organisations in the country. We will ensure the cyber protect and pursue teams responsible for protecting the City of London are best in class cyber capabilities and share their experience and knowledge.

TARGETING ILLICIT FINANCE AND PROTECTING INTELLECTUAL PROPERTY

We will disrupt criminals by targeting the proceeds of crime and support government strategies to strengthen financial investigation, asset denial and money laundering capabilities across policing.

As the national policing lead for economic crime, City of London Police has taken responsibility for the National Police Chief Council portfolios for Financial Investigation and Intellectual Property. The importance and opportunity that financial investigation offers has been recognised by Government, leading to significant reform and investment from the Home Office. Over the next three years, we will see the replacement and upgrade of computer systems utilised across policing within financial investigation, the introduction of new legislation for asset recovery and the introduction of the Economic Crime Levy in 2022.

Stripping criminals of their illicit finances disrupts criminal activity, deprives them of their criminal lifestyles, protects communities from the harm caused by criminal gangs and sends a strong message to those who might otherwise be attracted to criminal lifestyles. Enhanced focus around the illicit finances of SOC is seeing greater use of legislation in the civil, as well as criminal, sphere of justice. In December 2021, the City of London Police, working with the Crown Prosecution Service and supported by other law enforcement bodies, removed £28.75million from SOC in a civil action. Using intelligence generated from suspicious activity reports and the public/private sectors increased analysis of how SOC groups are financed is a priority focus for the City's contribution to reducing the harm of SOC with new investment in capability being made.

REDUCING BUSINESS CRIME

We will continue to position the National Business Crime Centre as the national lead and a conduit for information sharing across business and policing. We will work closely with the Corporation to support business crime reduction in the city.



The business crime portfolio is delivered through the National Business Crime Centre (NBCC), hosted within the City of London Police, which delivers business engagement across a wide range of disciplines. The depth of knowledge, business insight and the breadth of contacts across business, Government and policing saw the NBCC become the national business engagement lead, supporting the policing response to COVID-19. The NBCC website will be further developed to become the default location for business guidance and advice around the threats and risk for business. Using existing and developing new partnerships within the city, the NBCC will enhance its range of crime prevention guides so new crime trends and emerging crime threats are quickly identified and addressed.

Recognising the new Business Improvement Districts (BIDs) being introduced into the city, the NBCC will review the National Business Crime Reduction Partnership standards to encourage greater engagement with BIDs. The standards provide a national recognised accreditation that improves information sharing and business reassurance. The NBCC will continue to work with the City Security Council with support from their Security Industry Authority Seconded to ensure that the City is at the cutting edge to adopt the forthcoming Protect Duty.

OPERATIONAL SUCCESS MEASURES

- 2.1 Prepare, engage, and raise awareness across businesses and communities of threats and risks of economic/cyber-crime and measures they can take to protect themselves.**
- 2.2 To increase the total number of positive outcomes recorded in relation to fraud across the country.**
- 2.3 100% of Action Fraud cyber crime referrals will be investigated by the City.**
- 2.4 Economic & Cyber Crime Academy delegate training numbers are increased; with 90% satisfaction rate.**
- 2.5 Economic Crime Organised Crime Group (OCGs) disruptions are sustained whilst seeking to increase major and moderate disruptions against higher harm OCGs.**
- 2.6 Maintain our proactive use of legislation to freeze, restrain and protect proceeds of crime by City Of London Police.**
- 2.7 Help victims who report to Action Fraud to recover fraud losses through information sharing with the banking sector and support from victim care.**

PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will continually improve our response at every stage of the victim journey, ensuring victims receive the very best support. We will continue to seek charges, prosecution, or satisfactory out of court disposals against perpetrators of crime to ensure victims receive the justice they deserve. Our support to victims through their journey will also ensure ease of reporting and access to the right support. Witnesses who come forward to assist police also need the appropriate care to ensure they remain confident in us and the criminal justice process.

Putting the victim at the heart of everything we do is a golden thread that runs throughout this policing plan. We will explore new ways victims can report crime and ensure they receive a professional response

A new Victim Champion will coordinate our support to victims, assuring compliance with priorities, leading on service improvements, and ensuring we deliver the best available support to victims of crime. We will develop a new victim strategy that will be scrutinised by the Police Authority. We will establish mechanisms of regular surveying of victims and audit to understand our impact and provide opportunities for learning and service improvement. We will ensure all officers and staff are trained the Victim Code of Practice and to support victims with set clear expectations in respect of contact, follow up and standards.

DELIVERING AN IMPROVED CRIMINAL JUSTICE SERVICE

We will work with the Crown Prosecution Service to improve the victim experience throughout the criminal justice process and implement digital reforms to support swifter justice.

Aligned with national ambition, we will ensure our services support the delivery of swift justice that works in the interests of people and protects UK businesses. We will ensure our staff are well equipped to prepare cases for court and improve in areas such as disclosure delivering against national action plans locally. To break the cycle of crime, drug testing of offenders will continue to take place as part of our custody process and the necessary referrals and action taken with partners to divert offenders into treatment and rehabilitation. In line with national ambitions, we will incorporate improving support to female victims of violence throughout the criminal justice process into our work.

Throughout this policing plan there are a range of measures and activities that aim to improve our effectiveness in fighting crime and keeping people safe.

Our aim is to ensure that we are as effective as we can be at detecting crimes. City of London Police has one of the highest positive outcome rates nationally and we wish to maintain that position.

OPERATIONAL SUCCESS MEASURES

- 3.1 To increase the percentage of survey respondents who are satisfied with the Action Fraud reporting service (telephone and online).**
- 3.2 Improve satisfaction among victims, with a particular focus on victims of domestic abuse.**
- 3.3 Ensure multi-agency safeguarding meetings are held, providing a holistic approach to supporting children that come to police attention.**
- 3.4 Provide support and advice to female victims of violence, with an aim to reduce the number who withdraw from criminal justice proceedings during the investigation.**
- 3.5 Quality assure Public Protection Notices (PPNs) to enable effective referrals to partners and timely provision of support to individuals identified as vulnerable.**

ORGANISATIONAL PRIORITIES

We must ensure we deliver a policing service where our people are properly equipped with the right skills, knowledge, equipment, and culture. Our code of ethics and values underpin how we treat each other, the public and deliver our service.

PEOPLE

- 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.
- 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 for London and our national lead roles.
- Ensure open and fair channels for lateral and upward progression.
- Ensuring leadership engagement at all levels.

RESOURCES

- 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.
- Use technology to improve the service and communication with the communities we serve.

EFFICIENT AND EFFECTIVE SERVICE

- 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 we can be.
- Ensure our processes and systems are effective and efficient to support the needs of our communities, for example making it easy to report crime and 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.
- Drive our recruitment processes to promptly achieve our officer uplift requirements.
- Ensure, through vigorous workforce planning, that our people are allocated in a way that optimises delivery of these policing plan priorities.

OUR PEOPLE

COMMITMENT TO EQUITY AND BELONGING

We will develop a truly inclusive culture, where our people feel trusted, well-led, and well-supported by each other.

This requires a change in culture and dedicated resource to drive improvement. A Professionalism, Trust and Confidence lead has been appointed and a team will be developed to deliver against a comprehensive Diversity and Inclusion plan.

Building and maintaining trust and confidence of the public is key to our success, both locally in the city and with our national responsibilities. Our effectiveness at tackling crime and disorder, the quality of our engagement with the public and the extent to which we treat people with fairness and respect is of upmost importance to the delivery of our plan.

A key to success is attracting and retaining the very best police officers, staff, and volunteers and ensuring our people reflect the community of London in relation to ethnicity, gender, beliefs, sexual orientation, and background. We will continue to build on the recent recruitment campaigns that have increased the visible diversity of our officers, staff, and cadets. Internally, we will foster a culture of equity and belonging. The way our people feel about working at the City of London Police, the service it provides and the people they work with must be seen as a key indicator of success in building trust with the public itself.

Significant work has and is being undertaken in the force, this is divided into the following key areas with our ambitions for success.

WORKSTREAM	OVERVIEW OF ACTIVITY
Community Engagement	Increasing our legitimacy and confidence within communities through active engagement with all communities. Increasing confidence by effective response to hate crime and scrutiny of police powers such as 'stop and search'.
Recruitment Development and Progression	Building a diverse workforce in tune with London, including people from black and minority communities, women, and people from the LGBT community. Ensuring we develop our workforce to achieve their potential and be the very best for the community. We will strive to improve our representation of underrepresented groups at all levels of the organisation and in specialist roles.
Culture & Leadership	Work to build leadership capability across the force and build a workforce culture that is truly inclusive and embeds our diversity and inclusion ambitions at all levels of the force. A workplace which people are proud of and one where City of London Police is an employer of choice.
Wellbeing	Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people and increase productivity
Retention & exiting	Ensuring that the service retains talent, particularly from under-represented groups. Exploit opportunities for entry and re-entry at different levels and specialisms into the service. Understand why staff are exiting the service and use insight and data to improve retention.

INDEPENDENT ADVISORY AND SCRUTINY

The City of London Police has an established Independent Advisory and Scrutiny Group (IASG). The group is made up of a wide range of people from different backgrounds. The group provides an independent view and advice on the strategic development and delivery of our policing services. Additionally, the group provides independent assessment on the legitimacy of our activity in relation to use of ‘stop and search’ powers and ‘use of force’ and over internal processes such as recruitment and promotion. Over the next three years, we will work with the group to develop their membership and the scrutiny work they do across the service.

The Police Authority Board plays a vital role in helping the City of London Police to build and maintain public trust. In undertaking this role, the Police Authority continues to:

Ensure equality of opportunity	Eliminate bias	Embed diversity and inclusion	Maintain a zero tolerance to racism
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Embedding diversity and inclusion and eliminating bias requires continuous review, education, training and monitoring by both policing and the bodies that have oversight of policing. Both the Police Authority Board and its Professional Standards and Integrity Committee ensure complaints with any racial allegations are closely scrutinised, monitors diversity in officer and police staff numbers and ensures that ‘stop and search’ data is published and monitored by external bodies. Through this scrutiny our plans on diversity and inclusion are closely monitored and challenged.

AN ORGANISATION THAT LEARNS FROM EXPERIENCE AND CONSTANTLY STRIVES TO IMPROVE

Policing is often difficult and complex. We will embed a culture of continuous learning and development and a culture where we encourage our staff to seek out lessons from other organisations, experiment and test new ideas and more consistently use feedback from colleagues, partners, public and academia to improve our approach. We will actively capture learning from policing events, focus on recommendations for improvement from HMICFRS, the College of Policing and others to ensure we are continually striving for excellence in all we do. We will prioritise our learning and development for our staff to provide the very best technical skills to do the job, but also developing skills around leadership, performance improvement and diversity and inclusion. We will focus on evidence-based policing and encourage use of academia to deliver better services.

ORGANISATIONAL SUCCESS MEASURES

- 4.1 Learning and development over 90% completion rates for officer safety; and emergency life support training.
- 4.2 Learning and development - 100% completion rates for mandatory training including new values, standards & ethics training.
- 4.3 Overall engagement score – staff survey – year on year increase over the next 3 years.
- 4.4 To recruit 40% of visible ethnic minority student officers in each new intake and the total number of new joiners to City of London Police each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service.

OUR RESOURCES

Our Policing Plan is underpinned by investment in future technologies, equipment and estate that enables us to be at the forefront of policing and emerging crime threats. Over the next three years, we will develop a portfolio of change to ensure the City of London Police remains an effective and efficient force. Our roadmap of change summarises some of the key programmes within the portfolio which will enhance capabilities and deliver a better service for the public.

We will further look at how technology can encourage greater participation of the public in policing and continue to transform and exploit technology to assist and support how we engage with our communities across the city. Over the next three years we will improve data quality, security, accessibility, and availability to improve outcomes for the public. We will ensure our officers and staff are well trained in digital investigation and forensics to be at the forefront of crime investigation.

We will continue to develop a mobile-first, cloud-first approach to ICT, providing secure and easy access to the data that we need across a range of platforms, delivered at point of need, reducing the reliance on officers returning to the workplace to complete their tasks. This will involve an investment of over £3.5 million over the next 3 years. We will ensure our data is available to our people to support timely and informed decision-making, as well as continuing to support the public interest in greater transparency of how we police. We will implement a new command and control system by 2025 ensuring our intelligence, custody and prosecutions systems are integrated and interoperable with the Metropolitan Police Service solution.

Progressive work continues with the Corporation of London to modernise our police estate ensuring officers and staff are accommodated in modern, fit-for-purpose facilities and we reduce our carbon footprint. We will embrace new ways of working to maximise the efficiency of our estate. We will look for opportunities to ethically generate income, through activities such as training and other services.

Our fleet is another important area for development over the next three years with an investment of £1.2 million. With the changing nature of the City roads to a more car free and pedestrianised area, we will assess the most effective way to patrol. Whilst policing will always need traditional vehicles to respond to emergencies, and carry equipment and people, we need a different fleet in the future.

In partnership with the Corporation of London we have a key role in safeguarding and promoting the City's future. We will continue to work together to reduce the impact we have on the environment and at the same time support the changing and future economic plans of the City of London. We will take a balanced approach to sustainable

policing, demonstrating budgetary responsibility, promoting economic, social, and environmental development but ensuring increasing the trust and confidence the public have in us as a police service remains our main goal. With the Corporation a substantial investment is being made to deliver a comprehensive new policing estate over the next 4 years.

ORGANISATIONAL SUCCESS MEASURES

- 5.1 Achieve a 100% ULEZ compliant fleet (excluding the horse box); by 2023.**
- 5.2 User experience: We will ensure that we engage with our employees, to understand user productivity and overall business process efficiency, to drive the successful utilization of IT/Estate/Fleet assets toward business outcomes. Staff survey question 'I am well equipped to do my job'.**
- 5.3 Digital Investigation training delivered across the service for all investigators: over the next 12 months.**

EFFICIENT AND EFFECTIVE SERVICE

FUNDING

Like all police forces in England and Wales most of our funding is from the Home Office. This is in the form of a core grant to cover the basic operations of policing, as well as specific grants. These cover areas such as counter terrorism policing and where we take a national lead role in areas such as fraud and cyber crime.

Unlike other PCCs, the corporation do not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the Corporation of London levy a Business Rates Premium on businesses in the Square Mile. This funding goes towards security and policing within the City of London.

In partnership with Corporation, we are creating a sustainable medium term financial plan that creates the capacity to invest in vital police services through increased local funding and mitigating the pressures of rising costs.

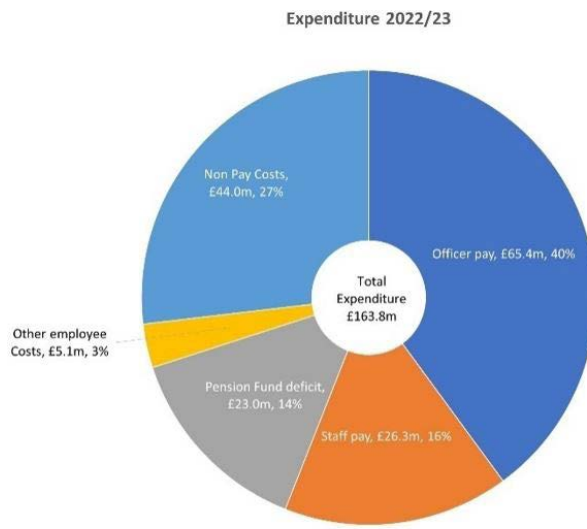
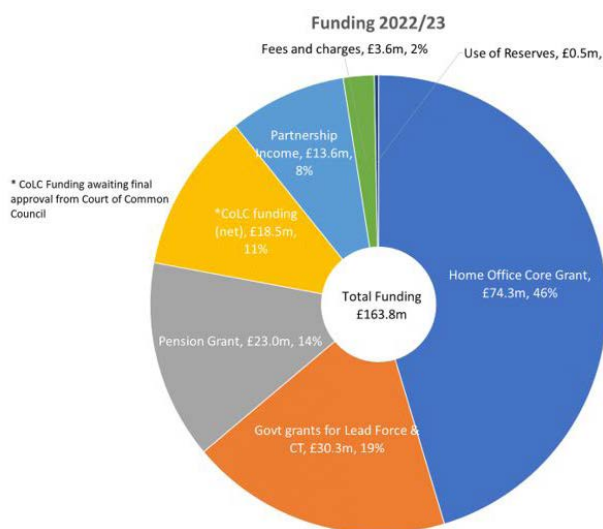
With our unique location and proximity to the financial centre of the country, we also partner with the financial services industry in the fight against economic crime.

WHAT WE SPEND

Around three-quarters of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2021/22 the force establishment was 516 police staff and 934 officers, rising to 993 officers in 2022/23 as a result of the Police Uplift Programme.

To make sure our expenditure does not exceed our funding in 2022/23, we in partnership with the Corporation, will mitigate the £6.1 million of budget pressures through additional funding and increased efficiency measures. This is in addition to the £9 million of savings we have made since 2020/21. We will look at opportunities to manage our budget challenges through:

- Improved procurement
- Reviewing supplies and services
- The use of proceeds from seized assets
- Review of support services and supervision ratios
- Improved working patterns to match need
- Efficient business support
- Improving supervision ratio
- Reducing overtime
- Improve use of mobile technology and agile working



INSPECTION, AUDIT & IMPROVEMENT

To ensure we continue to deliver policing services at the expected level and are not failing our victims we are regularly engaged and held to account with inspections from Her Majesty's Inspectorate of Constabularies, Fire & Rescue Services (HMICFRS) who make recommendations and identify areas for improvement. Like all Home Office police forces we are subject to the PEEL inspection process as well as contributing to their thematic inspections programme on specific aspects of policing. The inspection process has been impacted by COVID-19, as such, our next PEEL inspection is in October 2022 where we will be fully assessed against all inspection criteria.

HMICFRS grade forces' performance from 'Outstanding' through to 'Good' and 'Requires Improvement' and finally 'Inadequate'. Our last PEEL inspection was undertaken in 2018/19 and graded the Force as follows in the five areas of PEEL:

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

*The Legitimacy 'Requires Improvement' grading related specifically to the lack of community scrutiny regarding stop and search data and IT software for counter corruption purposes. We have fully addressed both issues.

All current and previous inspection reports relating to the City of London Police, except for some reports relating to protective security, can be found on the HMICFRS website.

In addition to the inspection process, we participate in an internal audit programme run by our local authority (Corporation of London). This programme is set in consultation with our Police Authority Board to ensure they can have effective oversight into all aspects of the service we are providing to the City.

Both our inspection and audit reports are reported to our Police Authority who retain oversight on our actions to implement the improvements suggested within these documents. The result of all these programmes is to continually drive improvement in all aspects of services that we deliver to the public.

ORGANISATIONAL SUCCESS MEASURES

- 6.1 Audit inspections – high risk – implement 90% of audit recommendations within the deadline, increase the percentage of internal audits rates as adequate and above.**
- 6.3 Increase in percentage of people who agree COLP provide an effective service.**
- 6.4 Improve timeliness to deal with public complaints compared to 2019/20 baseline.**
- 6.5 Crime Data Integrity - Completeness of Violent Crime recording; to sustain a rate above 90%.**

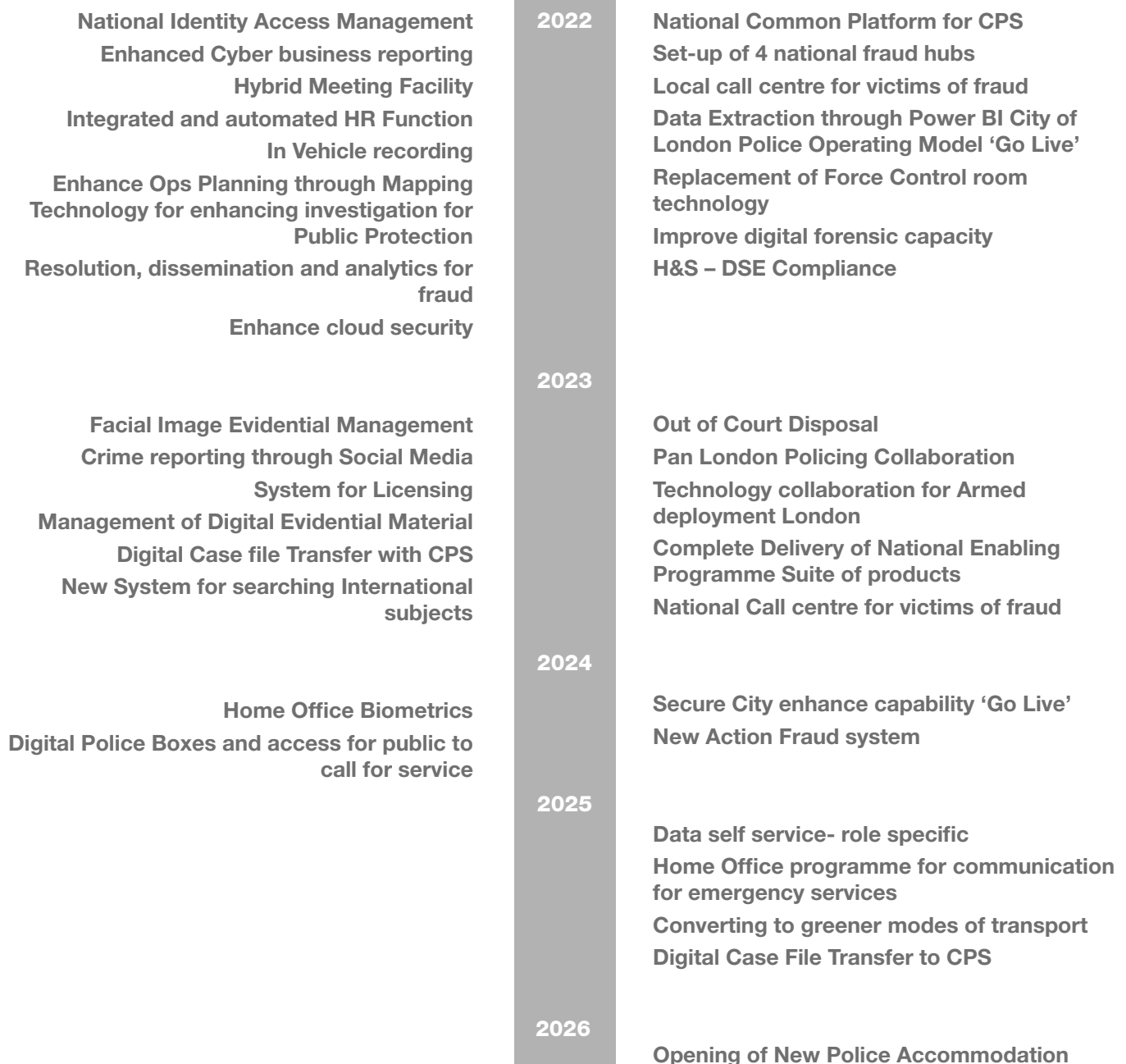


SECTION 03

DELIVERING THE PLAN

ROAD MAP OF IMPROVEMENT

The City of London Police is delivering a series of projects to improve the service we deliver to our communities. The projects cover all areas of the Force using innovation, new technology and products to make our processes more efficient and effective. To deliver a better service to the public and release officer and staff time to focus on front line visible policing for our communities.



***Note:** Following categories not listed
 Replacement Projects
 Projects in closure
 The above are high level descriptors of our change programme

WORKING COLLABORATIVELY

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

CITY OF LONDON CORPORATION

Our partnership work with the Corporation of London includes planning for large scale events, the Secure City programme and Accommodation Programme, tackling antisocial behaviour, and safe guarding vulnerable adults and children.

METROPOLITAN POLICE (MPS) AND BRITISH TRANSPORT POLICE (BTP)

We deliver several services with the MPS and BTP to protect London and provide 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. Additional, 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.

SAFER CITY PARTNERSHIP (SCP)

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

PRIVATE INDUSTRY ASSOCIATIONS

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

INTERNATIONAL ORGANISATIONS

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

NATIONAL CRIME AGENCY (NCA) AND NATIONAL ECONOMIC CRIME CENTRE (NECC)

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

ROLES AND RESPONSIBILITIES

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

THE ROLE OF THE POLICE AUTHORITY BOARD IS TO ENSURE:

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

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

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

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

The Controller and City Solicitor is the Authority's Monitoring Officer.

THE ROLE OF THE COMMISSIONER OF POLICE

- Keeping the communities of the City of London safe and secure.
- Ensuring our national lead force functions are discharged efficiently and effectively.
- Delivering efficient and effective operational policing which responds to the needs of the public.
- Managing resources and expenditure by the police service.

THREE EXTERNAL BODIES WORK CLOSELY WITH THE CITY OF LONDON POLICE TO SET STANDARDS AND SCRUTINISE PERFORMANCE:



Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services is the inspection body which provides regular annual and thematic inspections

HMICFRS - Home (justiceinspectorates.gov.uk)



The College of Policing sets the standard for policing and carries out research

Working together | College of Policing



The Independent Office for Police Conduct oversees the complaints process nationally

Independent Office for Police Conduct

CONTACT US



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



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



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



Textphone service **18001 101**



Follow us on twitter **@CityPolice**



Like us on Facebook

PUBLIC ENQUIRIES AND REPORTING CRIME:



www.cityoflondon.police.uk



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



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



Anti-terrorist hotline **0800 789 321**



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of the Local Government Act 1972.

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