



City of London Police Authority Board

Date: THURSDAY, 30 JUNE 2022
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

Enquiries: Richard Holt
Richard.Holt@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://www.youtube.com/watch?v=WabVg9ejmKI>

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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 approve the public minutes and non-public summary of the City of London Police Authority Board held on the 25th of May.

For Decision
(Pages 7 - 16)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 17 - 18)

5. **COMMITTEE MINUTES**

For Information

a) **Draft minutes of the Strategic Planning and Performance Committee**

To receive the draft public minutes and non-public summary of the Strategic Planning and Performance Committee meeting held on the 5th of May.

For Information
(Pages 19 - 24)

b) **Draft minutes of the Economic and Cyber Crime Committee**

To receive the draft public minutes and non-public summary of the Economic and Cyber Crime Committee meeting held on the 13th of May.

For Information
(Pages 25 - 30)

6. **CHAIR'S PUBLIC UPDATE**

Report from the Chair.

For Information
(Pages 31 - 32)

7. **COMMISSIONER'S UPDATE**
Report of the Commissioner of Police and Chief Officers.
For Information
(Pages 33 - 36)
8. **FINAL CITY OF LONDON POLICE ANNUAL REPORT 2021-22**
Report of the Commissioner of Police.
For Decision
(Pages 37 - 58)
9. **'INTERIM' POLICE CAPITAL LOAN-FUNDING REQUIREMENT, 22/23**
Report of the Commissioner of Police.
For Decision
(Pages 59 - 62)
10. **WORKFORCE AND POLICE UPLIFT PROGRAMME UPDATE**
Report of the Commissioner of Police.
For Information
(Pages 63 - 114)
11. **CITY OF LONDON POLICE RISK REGISTER UPDATE**
Report of the Commissioner of Police.
For Information
(Pages 115 - 122)
12. **QUARTERLY EQUALITY AND INCLUSION UPDATE**
Report of the Commissioner of Police.
For Information
(Pages 123 - 144)
13. **THE CITY OF LONDON POLICE PENSION BOARD - REVIEW OF ACTIVITIES FOR THE PERIOD 1 APRIL 2021 TO 31 MARCH 2022**
Report of the Chamberlain.
For Information
(Pages 145 - 150)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
15. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

16. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the City of London Police Authority Board meeting held on the 25th of May.

For Decision
(Pages 151 - 154)

18. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 155 - 156)

19. **COMMITTEE MINUTES**

For Information

a) **Draft minutes of the Strategic Planning and Performance Committee**

To receive the draft non-public minutes of the Strategic Planning and Performance Committee meeting on the 5th of May.

For Information
(Pages 157 - 158)

b) **Draft minutes of the Economic and Cyber Crime Committee**

To receive the draft non-public minutes of the Economic and Cyber Crime Committee meeting held on the 13th of May.

For Information
(Pages 159 - 162)

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

The Chair to be heard.

For Information

21. **COMMISSIONER'S UPDATES**

Report of the Commissioner of Police & Chief Officers.

For Information
(Pages 163 - 164)

22. **CITY OF LONDON POLICE VEHICLE FLEET REPLACEMENT PROGRAMME
2022/23**

Report of the Commissioner of Police.

For Decision
(Pages 165 - 174)

23. **POLICE TELEPHONY UPGRADE**

Report of the Chamberlain.

For Decision
(Pages 175 - 182)

24. **FUTURE POLICE ESTATE PORTFOLIO UPDATE**

Joint report of the City Surveyor and Commissioner of Police.

For Information
(Pages 183 - 190)

25. **BUDGET OUTTURN 2021-22**

Commissioner of Police to be heard.

For Information

26. **POLICE MEDIUM TERM FINANCIAL PLAN (MTFP) UPDATE**

Report of the Commissioner of Police

For Information
(Pages 191 - 210)

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

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

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CITY OF LONDON POLICE AUTHORITY BOARD **Wednesday, 25 May 2022**

Minutes of the meeting of the City of London Police Authority Board held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 25 May 2022 at
10.00 am

Present

Members:

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chair)
Caroline Addy
Alderman Professor Emma Edhem
Helen Fentimen
Deborah Oliver
Deputy Graham Packham

In Attendance Virtually:

Munsur Ali

Officers:

Richard Holt
Andrew Buckingham
Kiki Hausdorff
Sean Green
Alix Newbold
Rachel Waldron
Alistair Cook
Paul Chadha

Chris Pelham

- Town Clerk's Department
- Town Clerk's Department
- Remembrancer's Department
- Chamberlain's Department
- City of London Police Authority
- City of London Police Authority
- Head of Police Authority Finance
- Comptroller & City Solicitor's
Department
- Department of Community and
Children's Services

City of London Police:

Angela McLaren

Umer Khan

- City of London Police Commissioner,
- Commander, City of London Police
- Commander, City of London Police

Nik Adams
Chris Bell
Rob Atkin
Rebecca Riggs
Claire Cresswell
Hayley Williams

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1. APOLOGIES

Apologies were received in advance of the meeting from Alderman Timothy Hailes, Nicholas Bensted-Smith and Sir Craig Mackey.

The Chair welcomed Helen Fentimen to the Board after her successful election to the Board by Court of Common Council. In addition, Commander Umer Khan and Richard Holt from the Town Clerk's Department were welcomed to their first meetings of the Board.

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

There were no declarations made.

3. **MINUTES**

3b) PUBLIC MINUTES OF THE CITY OF LONDON POLICE AUTHORITY BOARD HELD ON THE 25TH OF APRIL

The Board considered the public minutes of the meeting held on the 25th of April 2022.

RESOLVED- That the public minutes of the City of London Police Authority Board meeting held on the 25th of April 2022 be approved as an accurate record.

3b) Public minutes of the City of London Police Authority Board meeting held on the 28th of April

The Board considered the public minutes and non-public summary of the meeting held on the 28th of April 2022.

RESOLVED- That the public minutes of the City of London Police Authority Board meeting held on the 28th of April 2022 be approved as an accurate record.

4. **OUTSTANDING REFERENCES**

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

The Chair noted that the Sector Panels Policing update would be addressed later on the agenda.

An update was provided on the outstanding reference regarding anti-social behaviour (ASB) concerning urination explaining that tackling this would be a long-term issue and highlighted the joint actions which were being undertaken in the short-term, including Operation Reframe. It was added that the long-term policy would be addressed in a report for consideration by the Board. A Member highlighted that the issue of ASB particularly public urination had been the subject of discussion at the Port Health and Environmental Services Committee, noting that this was a matter of interest across a number of areas at the City of London Corporation. The Chair commented that tackling this would require cooperation between the City of London Corporation and the City of London Police. The City of London Police Commissioner agreed that this is a

joint agency concern to ensure that the required process for dealing with ASB as the numbers of visitors to the City of London increased. The Chair requested that the report to cover Force plans for a more sustained operational plan/ response to address changing Night-Time Economy & associated ASB /crime be brought to PAB via the Strategic Planning and Performance Committee in September.

RESOLVED – That the report be noted.

5. CHAIR'S PUBLIC UPDATE

The Board received the Chair's public update.

Responding to a query from the Chair the Director of the Police Authority confirmed that the advertisement for the External Board Member positions would be posted online shortly with the link distributed to Members accordingly.

RESOLVED- That the update be noted.

6. CITY OF LONDON POLICE COMMISSIONER'S UPDATE

The Board received the City of London Police Commissioner's public update. The City of London Police Commissioner highlighted to the Board that the NPCC Race Action Plan went live on the 24th of May commenting that this was a vital report and confirming that the implementation of the Plan in the City of London Police would be reported back to the Board and relevant Committees. It was explained that the Violence Against Women & Girls Plan and the Race Action Plan were part of the City of London Police's commitment to rebuild trust in policing ensuring that the Force works for all communities that work, live and visit the City of London.

The Board received an operational update on the recent murder investigation which had been undertaken by City of London Police noting that two suspects had been arrested and charged. The extensive engagement with other forces which would ensure the sharing of best practice between forces, the upcoming anniversary for the IFED and DCPCU and the recent national reporting on Action Fraud were highlighted to Members. The Chair commented that he was hugely impressed by the work of Officers involved in this investigation and requested that the City of London Police Commissioner consider including details of upcoming engagement events to give Members adequate forewarning.

It was requested that the correction be made to the name of the dismissed Officer to list SC Fisher- Wight.

RESOLVED- That the update be noted.

7. APPOINTMENT OF MEMBERS TO THE POLICE AUTHORITY BOARD COMMITTEES

The Board considered the appointment of Members to its Committees. It was agreed that Helen Fentimen be appointed to serve as a Police Authority Board

Member on the Resource, Risk and Estates Committee and the Strategic Planning and Performance Committee.

A) UP TO TWO CO-OPTED APPOINTMENTS TO BE MADE FROM THE MEMBERSHIP OF THE COURT OF COMMON COUNCIL TO THE ECONOMIC AND CYBER CRIME COMMITTEE

The Board considered the appointment of two co-opted Members of the Court of Common Council to serve on the Economic and Cyber Crime Committee. As there were five expressions of interest for two positions a ballot was required. The Board proceeded to vote on the appointment with Alderman Bronek Masojada receiving four votes and both Deputy Graeme Doshi-Smith and Jason Groves receiving two votes. Further to this the Board agreed to appoint one additional co-opted Member of the Court of Common Council to the Economic and Cyber Crime Committee.

The Chair highlighted the level of interest from Members in economic and cyber crime and informed that, in reflection of this interest, discussions were being held on the establishment of a suitable forum for interested Members to discuss this area further.

RESOLVED- That Alderman Bronek Masojada, Deputy Graeme Doshi-Smith and Jason Groves be appointed to serve as co-opted Members of the Court of Common Council on the Economic and Cyber Crime Committee of the City of London Police Authority Board.

B) UP TO TWO CO-OPTED APPOINTMENTS TO BE MADE FROM THE MEMBERSHIP OF THE COURT OF COMMON COUNCIL TO THE STRATEGIC PLANNING AND PERFORMANCE COMMITTEE

The Board considered the appointment of two co-opted Members of the Court of Common Council to serve on the Strategic Planning and Performance Committee. The Town Clerk informed the Board that there had been one expression of interest from John Griffiths and, therefore, no ballot required. The Board agreed to appoint John Griffiths to the Strategic Planning and Performance Committee.

RESOLVED- That John Griffiths be appointed to serve as a co-opted Member of the Court of Common Council on the Strategic Planning and Performance Committee of the City of London Police Authority Board.

C) UP TO TWO CO-OPTED APPOINTMENTS TO BE MADE FROM THE MEMBERSHIP OF THE COURT OF COMMON COUNCIL TO THE RESOURCE, RISK AND ESTATES COMMITTEE

The Board considered the appointment of two co-opted Members of the Court of Common Council to serve on the Resource, Risk and Estates Committee. The Town Clerk informed the Board that there had been one expression of interest from Martha Grekos and, therefore, no ballot required. The Board agreed to appoint Martha Grekos to the Risk, Resource and Estates Committee.

RESOLVED- That Martha Grekos be appointed to serve as a co-opted Member of the Court of Common Council on the Resource, Risk and Estates Committee of the City of London Police Authority Board.

D)UP TO TWO CO-OPTED APPOINTMENTS TO BE MADE FROM THE MEMBERSHIP OF THE COURT OF COMMON COUNCIL TO THE PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE

The Board considered the appointment of two co-opted Members of the Court of Common Council to serve on the Professional Standards and Integrity Committee. The Town Clerk informed the Board that there had been two expressions of interest from Florence Keelson-Anfu and Jason Groves and, therefore, there was no ballot required. The Board agreed to appoint Florence Keelson-Anfu and Jason Groves as co-opted Members on the Professional Standards and Integrity Committee

RESOLVED- That Florence Keelson-Anfu and Jason Groves be appointed to serve as co-opted Members of the Court of Common Council on the Professional Standards and Integrity Committee of the City of London Police Authority Board.

8. DRAFT CITY OF LONDON POLICE ANNUAL REPORT 2021-22

The Board received a report of the City of London Police Commissioner on the Draft City of London Police Annual Report 2021-22. The City of London Police Commissioner introduced the report and highlighted the key points to the Board.

The Chair noted that the Annual Report was a fitting opportunity to celebrate successes and requested this be built into the report. In addition, the Chair highlighted that the diversity of recruits was not yet at the levels hoped for and requested that this continue to be reported transparently even if targets were not attained. Moreover, it was requested that the fraud and cyber crime figures be added to the list of other crimes recorded.

Responding to a Member's query it was confirmed that the plan for communicating the City of London Police Annual Report 2021-22 would be included in the final version of the report which would be coming to the Board for approval in June.

It was agreed that the Strategic Planning and Performance Committee would discuss further the increase in crime figures to get further information on why these figures were increasing and what was being done to combat this rise.

RESOLVED- That it be noted that a final version of this report will be submitted to the Police Authority Board on 30th June 2022 for approval before its onward submission to the Court of Common Council in July.

9. *CITY AND HACKNEY SAFEGUARDING CHILDREN PARTNERSHIP (CHSCP) CHILD Q PRACTICE REVIEW

The Board received a joint report of the City of London Police Commissioner and Director of Community and Children's Services regarding the City and Hackney Safeguarding Children Partnership Child Q Practice Review. It was explained the two key themes emerging from Force's detailed review of all juvenile strip searches, namely the recording of decision-making regarding strip searches and safeguarding considerations, were being actioned including a dedicated education plan and changes to the internal systems to guide Officers through the process of recording decisions. In addition, Members were informed that the eight recommendations from the Safeguarding Practice Review applicable to policing would be built into an action plan which would be overseen by the Force's Renewing and Rebuilding Trust Board.

Responding to a query from the Deputy Chair it was confirmed that of the nine strip searches of juveniles which the City of London Police had undertaken in the last three years all took place within the City of London, six were completed in custody and three were a pre-arrest search. The breakdown of ethnicity of those strip searched was provided but it was added that, as four of the nine did not state their ethnicity, it was difficult to draw any meaningful conclusions from this data.

Following a Member's question it was confirmed that Officers would be expected to ensure that appropriate safeguarding measures were in place following any strip search of juveniles.

A Member highlighted the subjects discussed by the Safeguarding Sub-Committee including unconscious bias and that racism was 'likely an influencing factor' in incident referred to in the report. It was confirmed that the learnings with regard to adultification would be implemented accordingly with partner organisations. The Chair observed the good model of cooperation between the Force and the City of London Corporation.

RESOLVED- That the report be noted.

10. ***POLICE, CRIME, SENTENCING AND COURTS BILL**

The Board received a report of the Remembrancer regarding the Police, Crime, Sentencing and Courts Bill. The Chair highlighted there was as a large amount of legislation important to City of London Police which was passing through Parliament. The Remembrancer provided an update to the Board on the progress of the Bills relevant to the work on the Board passing through Parliament.

The Deputy Chair requested that an update on the Force's policy regarding further powers provided in the relevant bills to restrict demonstrations be provided in due course. It was noted that the Commander Operations and Security would be attending a pan London Public Order Gold Group where this was likely to be discussed and would bring back an update from that meeting.

The Chair highlighted that the Protect legislation will bring the requirement for protective security to smaller venues than was previously the case and noted the role for both the City of London Police and the City of London Corporation

in providing advice to affected venues. The City of London Police Commissioner highlighted the Environment Department's work to ensure that affected businesses of all sizes had the information required. The Chair stated that he expected to see a joint report on the this to the Board for consideration.

RESOVLED- That the report be noted.

11. ***QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

The Board received a report of the City of London Police Commissioner on the Quarterly Community Engagement Update.

Caroline Addy joined the meeting at this item.

The Deputy Chair requested further information on the impact of the Destination City Strategy on the policing and suggested that a joint meeting with the relevant committee chairs to establish to agree a joint policy across committees. The City of London Police Commissioner reassured that the City of London Police had been involved in the development of Destination City but noted that a report would be brought to the Board, and relevant committees, on the longer-term impact of the Destination City on policing in the City of London. It was noted that this would be included in the report discussed under Item 4 on the sustained longer term policing operation for ASB/ NTE.

The Chair emphasised the importance of Sector Policing and encouraged the City of London Police not to lose focus on this. The Deputy Chair commented that it was important to engage effectively with both residents and businesses.

The Chair requested a report be brought to the Board on how to build on the successful CoLP, CoLC and AWS Schools project.

RESOLVED- That the report be noted.

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

The Board received a report of the City of London Police Commissioner which provided an update on Violence against Women and Girls (VAWG) Activity.

Alderman Emma Edhem joined the Board at this item.

A Member highlighted this as an appropriate subject for engagement with schools as there was a concern regarding violence in teenage relationships.

The Chair noted that the success of this plan would depend on the effective implementation and promotion of the strategic progress made by the City of London Police. It was explained that this would be circulated with the Policing Plan, both internally and externally, to provide effective joint working on engagement.

Responding to the Chair's query regarding the importance of appropriate safe spaces it was confirmed that the Safe Spaces Application was available nationally.

The Chair commented that the City of London Police needed to continue to aim for gender balance in the recruitment of Officers and, when operationally possible, in the police patrols. The City of London Police Commissioner confirmed that ensuring the Force was representative of all protected characteristics was vital and that work on improving this representation was being undertaken by the Force.

Following a question from the Chair it was observed that it was important to achieve an appropriate workplace environment where staff felt comfortable to interact informally with colleagues whilst always ensuring that language used was appropriate.

RESOLVED- That the report be noted.

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

The Chair stated that he was keen that the City of London Police ensure there was the appropriate actions being taken with regard to Hajj Fraud as this was an important area.

14. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There were no items of urgent business.

15. EXCLUSION OF THE PUBLIC

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

Item No.	Paragraph(s) in Schedule 12A
16,17,21,24a	3
18-24b (excluding 21 and 24a)	7

16. NON-PUBLIC MINUTES

The Board considered the non-public minutes of the Police Authority Board meeting held on the 28th of April.

REVOLVED- That the non-public minutes of the Police Authority Board meeting held on the 28th of April be approved as an accurate record.

17. NON-PUBLIC OUTSTANDING REFERENCES

The Board received a joint report of the Town Clerk and City of London Police Commissioner on the non-public outstanding references from the last meeting.

RESOLVED- That the report be noted.

18. CHAIR'S NON-PUBLIC UPDATE

The Chair provided no further update in the non-public session.

19. **CITY OF LONDON POLICE COMMISSIONER'S UPDATES**

The Board considered the City of London Police Commissioner's non-public update.

RESOLVED- That the report be noted.

20. **NATIONAL POLICE CENTRE FOR ECONOMIC AND CYBER CRIME-VISION PAPER**

The Board considered a report of the City of London Police Commissioner on the National Police Centre for Economic and Cyber Crime Vision Paper.

RESOLVED- That the report be approved.

21. **POLICING PLAN STAKEHOLDER ENGAGEMENT**

The Board considered a report of the City of London Police Commissioner on the Policing Plan Stakeholder Engagement.

The Board agreed to suspend Standing Order 40 and extend the meeting beyond two hours.

RESOLVED- That the report be approved.

22. ***NATIONAL LEAD FORCE PLAN 2020-23- REFRESH**

The Board received a report of the City of London Police Commissioner on the National Lead Force Plan 2020-23- Refresh.

RESOLVED- That the report be noted.

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

There were no questions.

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

There were two items of urgent business considered in the non-public session.

A) CLARIFICATION OF FINANCIAL APPROVAL AND GATEWAY PROCEDURES FOR FRAUD & CYBER CRIME REPORTING & ANALYSIS SERVICE (FCCRAS)

The Board considered a joint report of the Town Clerk, Chamberlain and the City of London Police Commissioner on the Clarification of financial approval and gateway procedures for Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS).

RESOLVED- That the report be approved.

B) FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE - NEXT GENERATION AND CURRENT SERVICE UPDATE REPORT

The Board considered a report of the City of London Police Commissioner on the Fraud and Cyber Crime Reporting and Analysis Service Next Generation and Current Service.

RESOLVED- That the report be approved.

The meeting ended at 12.20 pm

Chair

Contact Officer: Richard Holt
Richard.Holt@cityoflondon.gov.uk

City of London Police Authority Board – Public Outstanding References

6/2022/P	28 April 2022 Item 6 Commissioner's Update	The Force and Authority were asked to link in with other parts of the Corporation to ensure they were engaged with this particular Anti Social Behaviour concern (Urination)	Commissioner of Police/ Director Police Authority	In Progress- This links in with the below wider report due to September SPPC which will detail action to address all types of NTE associated ASB. Force request these 2 ORs be amalgamated.
7/2022/P	25 May 2022 Item 4 Outstanding References	The Chair requested that the report to cover Force plans for a more sustained operational plan/ response to address changing Night-Time Economy, associated ASB /crime and to include potential impact of Destination City be brought to PAB via the Strategic Planning and Performance Committee	Commissioner of Police/ Executive Director Environment/ Community Safety	In progress- Report due to September SPPC and then PAB
8/2022/P	25 May Item 10 Police, Crime, Sentencing and Courts Bill	The Deputy Chair requested that an update on the Force's policy regarding further powers provided in the relevant bills to restrict demonstrations be provided in due course	Commissioner of Police	In Progress- Due July PAB- Report on the Public Order Bill by the Remembrancer is due to the July PAB. The Force is feeding into that report regarding its approach.
9/2022/P	25 May Item 10 Police, Crime, Sentencing and Courts Bill	The Chair requested that the Board receive a joint report on Force's policy and requirements from the Protect Duty.	Commissioner of Police/ Town Clerk	In Progress- Due to September SPPC and then PAB
10/2022/P	25 May Item 11 Quarterly Community Engagement Update	The Chair requested a report be brought to the Board on how to build on the successful CoLP, CoLC and AWS Schools project	Commissioner of Police	In Progress- Due to July PAB

STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE

Thursday, 5 May 2022

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Rooms, Guildhall, EC2V 7HH on Thursday, 5 May 2022 at 10.00 am

Present

Members:

Tijs Broeke (Chair)
Deborah Oliver
Deputy James Thomson
Moawia Bin-Sufyan (External Member)
Adrian Hanstock (External Member)

Overserving remotely:

Andrew Lentin (Deputy Chairman)

In attendance:

Helen Fentimen
Michael Mitchell

Officers:

Richard Holt	- Town Clerk's Department
Alix Newbold	- Police Authority Team
Paul Betts	- Assistant Commissioner, City of London Police
Umer Khan	- City of London Police
Carly Humphreys	- City of London Police
Omar Haque	- City of London Police
Emma Cunningham	- City of London Police
Mathew Mountford	- City of London Police
Hayley Williams	- City of London Police
Wajeeha Sharif	- Community & Children's Services Department

1. APOLOGIES

Apologies were received in advance of the meeting from Alderman Timothy Hailes and Caroline Addy.

It was noted that the Deputy Chairman would be joining the meeting remotely and that Helen Fentimen would be observing the meeting.

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

There were no declarations of interest.

3. **TERMS OF REFERENCE**

The Sub-Committee received the Terms of Reference as set by the City of London Police Authority Board at its meeting on 25 April 2022.

RESOLVED- That the Terms of Reference be received.

4. **MINUTES**

The Sub-Committee considered the public minutes and non-public summary of the previous meeting of the Strategic Planning and Performance Committee held on the 7th of February.

Responding to a question from a member of the Committee Officers explained that appropriate performance dashboards and graphics would be included in the next performance report for the quarter.

RESOLVED- That the public minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 7th of February be approved as an accurate record.

5. **PUBLIC OUTSTANDING REFERENCES**

The Sub-Committee received the Public Outstanding References from the last meeting.

The Chair requested an update on the two outstanding references listed in the report. It was suggested that a deep dive report on victim services and satisfaction rates be brought to the next meeting of the Committee.

RESOLVED- That the report be noted.

6. **Q4 PERFORMANCE AGAINST POLICING PLAN MEASURES**

The Sub-Committee received a report of the City of London Police Commissioner on the Q4 Performance against Policing Plan Measures.

The Commander introduced himself to the Committee and noted he was not able to attend in person due to an urgent operational matter. The Committee Chair and Chair of the Police Authority Board thanked the City of London Police for their excellent work regarding a recent murder investigation and for keeping Members informed appropriately.

The Chair thanked the Assistant Commissioner for his attendance at a recent City-Wide Residents meeting noting that his answers were well received by the residents and Members in attendance.

The Chair noted that the majority of the performance measures were listed as satisfactory and that this represented a positive trend. In addition, it was noted that this would be the last performance report in the current format which would be moving to more reflective performance measures. Officers highlighted the progress made but commented that there were further improvements to be made.

The Committee commented on the need to include the proposed action for each of the performance measures, particularly those which were listed as requiring improvement, and a date when these actions would be completed. It was added that it was important to include appropriate metrics for success which were linked to directly to the Policing Plan.

The Chair requested that a reporting mechanism be established to ensure that he was appropriately informed outside of committee to replace the work previously completed by the Strategic Leads.

The Committee requested further details on why the satisfaction rates were decreasing and whether any of these measures ever surpassed the rating of satisfactory. The Chair commented that whilst the satisfaction rates were still under the 2019 pre-lockdown rates the direction of travel was not positive. Officers explained that the first quarter results and the current scoring system for their suitability were both under review.

Answering a Committee Member's query Officers updated the Committee on the governance measures in place regarding Stop and Search. The Committee agreed that the appropriate committee to receive further detail on the governance of Stop and Search would be the Professional Standards and Integrity Committee with the deep dive on victim services being received by the Strategic Planning and Performance Committee.

RESOLVED- That the report be noted.

7. FORCE'S PERFORMANCE AGAINST THE GOVERNMENT'S NATIONAL PRIORITIES FOR POLICING - 4TH QUARTER STATEMENT (END OF MARCH 2022)

The Committee received a report of the Town Clerk on the Force's Performance against the Government's National Priorities for Policing, 4th Quarter Statement end of March 2022. The Chair highlighted that the City of London Police were now ranked fortieth out of all forces in terms of all crime representing a twenty five percent increase noting that this was after spending eighteen months ranked first. It was noted that due to the low volumes in some crime areas, small changes in numbers often lead to large changes in percentage.

Responding to a query from a Member of the Committee Officers stated that the decrease in domestic crime in the City of London during the pandemic was likely due to a decreased number of visitors and workers to the City, but that this would be confirmed.

The Chair of the Police Authority Board observed that the Quarterly Statement presented was technical in nature and a requirement of the Police Authority to publish on its website. He suggested that a more public facing document presenting this information be developed by the Director of the Police Authority and the Force as part of a larger review of how information regarding the City of London Police is presented. The Chair observed that communication and

engagement had regularly been raised as an issue by the Police Authority Board whilst he had served on the Board.

A Committee member noted it was important to reassess reporting to reconsider what the classification of 'good' looks like in this context.

The Committee requested that further information on the actions taken to promote successes be included in reports of this kind. Responding to this it was confirmed that there were a number of plans in place to progress cyber-crime policing, both nationally and locally, and commented that traditionally the City of London Police had not been good at promoting successes in policing which would be reassessed.

RESOLVED- That the report be noted.

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

The Committee received a report of the City of London Police Commissioner on the update for Violence against Women and Girls (VAWG) Activity.

In response to a query from the Chair it was confirmed that any delays to progress on this nationally would not adversely affect the Forces strategic progress in relation to Violence Against Women and Girls. It was added that momentum was growing with a national framework and a City of London Police specific action plan.

The Committee discussed the need to establish an appropriate communication and engagement plan to build trust and confidence with the public. Responding to these concerns Officers noted that building confidence would be a longer-term process and agreed to review the information in the report to establish how best to make it accessible for a public audience as well as internally.

The Police Authority Board Chair highlighted that it was vital the Officers had the appropriate training with regard to the correct language and tone for dealing with sexual offences as this had been raised at a Cluster Panel meeting recently. The Chair requested a 'meet the team' with Officers of the new Professionalism and Trust Portfolio to better understand the Force's work in this area.

RESOLVED- That the report be noted.

9. QUARTERLY COMMUNITY ENGAGEMENT UPDATE

The Committee received a report of the Commissioner on the Quarterly Community Engagement Update.

A Member questioned how best to make Sector Policing Cluster Panels effective and engaging for residents. Further to this a Committee Member queried if in-person panels were the most appropriate forum for this engagement, noting that modern technology allowed for more immediate and wide reading communication. It was observed that it was important to get a balance between dealing with local matters which are of importance to those

attending the Panels in-person and reaching those that might not attend the panels in person through other methods. The Chair of the Police Authority Board asked the Force to consider publishing the dates and venues of the Cluster Panel meetings annually on a rolling basis in advance as then people could get the dates in their diaries in good time.

Responding to a Committee Member's question Officers agreed that it was important to effectively monitor the changing community within the City of London and that Police Officers had the training to notice the signs of cultural offences. Following a further question, it was confirmed that appropriate engagement through methods such as neighbourhood policing had been employed with regard to Counter Terrorism and that there was a team in place at the City of London police to investigate modern-day slavery cases.

RESOLVED- That the report be noted.

10. HMICFRS UPDATE

The Committee received a report of the Commissioner on the HMICFRS Inspections Update. The Chair noted it was good to see that significant progress had been made in this area.

Following a question from a Member of the Committee Officers explained the process for taking forward the recommendations raised by the HMICFRS noting that Members would be informed of any recommendations not approved.

The Committee discussed the level of detail included in the reporting of these recommendations. The Chair commented that he was happy with the current position with the reporting of the HMICFRS reporting noting that the detail provided offered assurance. It was noted that as described in the report any recommendations not approved as 'complete' by HMICFRS would be brought to the Committee's attention in the next update as the process was iterative.

RESOLVED- That the report be noted.

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

The Police Authority Board Chair informed that the Police Authority Board would be recruiting two external members to join the Board which would be advertised accordingly.

12. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

The Committee thanked Polly Dunn for her time supporting the Committee and the Police Authority Board.

13. EXCLUSION OF THE PUBLIC

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

14. **PROTECTIVE SECURITY DEEP DIVE**

The Committee received a verbal update from the City of London Police Commissioner on the Protective Security Deep Dive.

RESOVLED- That the update be noted.

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

There was one question received in the non-public session.

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

There were no items of urgent business considered in the non-public session.

The meeting ended at 12.00 pm

Chair

Contact Officer: Richard Holt
Richard.Holt@cityoflondon.gov.uk

**ECONOMIC AND CYBER CRIME COMMITTEE OF THE CITY OF LONDON
POLICE AUTHORITY BOARD
Friday, 13 May 2022**

Minutes of the meeting of the Economic and Cyber Crime Committee of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 13 May 2022 at 11.00 am

Present

Members:

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chairman)
Alderman Professor Emma Edhem
Dawn Wright
Michael Landau (External Member)
Deputy Graham Packham
James Tumbridge

Officers:

Pete O'Doherty	- Assistant Commissioner
Nik Adams	- Commander, City of London Police
Chris Bell	- City of London Police
Emma Cunningham	- City of London Police
Hayley Williams	- City of London Police
Alix Newbold	- Director, Police Authority
Oliver Bolton	- Police Authority
Polly Dunn	- Town Clerk's Department
Mary Kyle	- Innovation and Growth

Observing:

Alderman Bronek Masojada	- Member
Graeme Doshi Smith	- Member
Jason Groves	- Member
Sir Craig Mackey	- External Member, City of London Police Authority Board

1. APOLOGIES

Apologies were received from Deputy Chris Hayward and Alderman Tim Hailes. Andrew Lentin joined the meeting remotely.

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

There were no declarations.

3. **TERMS OF REFERENCE**

Members received the Committee's Terms of Reference as set by the City of London Police Authority Board at its meeting on 25 April 2022.

4. **MINUTES**

Michael Landau's name should be written in full on the attendance list.

RESOLVED, that subject to this correction, the public minutes and non-public summary of the meeting held on 14 February 2022, be approved as an accurate record.

5. **PUBLIC OUTSTANDING REFERENCES**

Members received a joint report of the Town Clerk and Commissioner.

The Commissioner noted that both items would be closed out soon.

RESOLVED, that the report be noted.

6. **NATIONAL LEAD FORCE UPDATE**

Members received a report of the Commissioner regarding the National Lead Force. An update was provided on the following matters:

- Procurement of the next generation Fraud and Cyber Crime Reporting and Analysis Service and the focus on Victim Care.
- Disruption of the sale of counterfeit goods and the challenges faced post-Brexit.
- COLP to report back on what further work could be done to intercept counterfeit goods in ports (e.g. working with Trading Standards) **(4/2022/P)**.
- How the City of London Police planned to raise the profile of IP Crime, so that it might be taken more seriously.
- Threats to bypass Multi-Factor Authentication.
- Ongoing work on setting strategic objectives, with a view of fostering a more organised and co-ordinated response.

RESOLVED, that the update be noted.

7. **CYBER GRIFFIN UPDATE**

Members received a report of the Commissioner regarding Cyber Griffin.

It was clarified that the mission of Cyber Griffin was to engage with 100% of victims and that this work was undertaken by the wider team.

It was hoped that Cyber Griffin would be a product of the Cyber Resilience Centre Model, which will form one place for all services for large corporations and small SMEs.

Funding had been secured for this year but not beyond 2024 – it was suggested that Cyber Griffin may be self-funded in future.

A question was raised on whether there were any challenges with the Home Office, given that Policing is separate to Security. It was suggested that nationally, the direction of travel seemed to bring those two areas together.

RESOLVED, that the report be noted.

8. **Q4 NATIONAL LEAD FORCE PERFORMANCE UPDATE**

Members received a report of the Commissioner regarding the Q4 National Lead Force Performance.

The new Commander for Economic Crime, Nik Adams introduced himself and gave an overview of his previous experience in policing.

There was a discussion on the abandonment rate of calls and the need to improve the wait time of 12 minutes. This prolonged call-holding time was caused by low levels of contact centre staff. One reason cited for the lack of staff was the delay COLP is experiencing in the vetting process of new recruits. The City of London Police explained the need to prioritise the vetting process for data handlers to address this risk and added that this was being prioritised internally.

The Commissioner outlined the difficulties faced in domain blocking .com addresses compared to .co.uk. addresses. Processes were not as stringent although suppliers such as Go Daddy would take down sites if the evidence presented to them was compelling.

A Member sought a copy of the Police IP Crime report to the ICAN Board (5/2022/P).

A Member asked for an update on recruitment of Action Fraud Call Handlers outside of Committee, as the next ECCC is not until September. (6/2022/P)

RESOLVED, that the report be noted.

9. **INNOVATION & GROWTH - UPDATE OF CYBER & ECONOMIC CRIME RELATED ACTIVITIES**

Members received a report of the Director of Innovation and Growth regarding an update on Cyber and Economic Crime related activities.

Members welcomed the development of a joint strategy with Innovation and Growth. They noted the convening power of the City of London Corporation and how this might help improve cyber consciousness.

Members invited COLP to consider what Members could do to assist in reaching businesses and suggested that links be made with relevant livery companies.

It was suggested that it would be useful for stakeholders to have one place to go to access all the relevant resources.

RESOLVED, that the report be noted.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.
12. **EXCLUSION OF THE PUBLIC**
RESOLVED, That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
13. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 14 February 2022.
14. **NON-PUBLIC OUTSTANDING REFERENCES**
Members received a joint report of the Town Clerk and Commissioner regarding the Board's Non-Public outstanding references.
15. **NATIONAL LEAD FORCE PLAN 2020-23- REFRESH**
Members received a report of the Commissioner regarding the National Lead Force Plan 2020-23 refresh.
16. **NPCC CYBER CRIME PORTFOLIO UPDATE**
Members received a report of the Commissioner regarding an update on the NPCC Cyber Crime Portfolio.
17. **STAKEHOLDER ENGAGEMENT PLAN- ECONOMIC AND CYBER CRIME**
Members received a report of the Commissioner regarding the Economic and Cyber Crime Stakeholder Engagement Plan.
18. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE - NEXT GENERATION AND CURRENT SERVICE UPDATE REPORT**
Members received a report of the Commissioner regarding the Fraud and Cyber Crime Reporting and Analysis Service, Next Generation and Current Service update report.
19. **CITY OF LONDON POLICE STAFF SURVEY'S- FUTURE APPROACH**
Members received a report of the Commissioner regarding the future approach to the City of London Police Staff Survey.
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no other business.

The meeting ended at 12.56 pm

Chair

**Contact Officer: Polly Dunn
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Committee(s): Police Authority Board	Dated: 30 June 2022
Subject: Chair's Update	Public
Report of: James Thomson	For Information

External Members

Recruitment for two External Members for Police Authority Board is underway and there has been a good level of interest in the roles. Recommendations for appointments will be brought to the next board meeting for approval.

Ministerial engagement

The Policing Minister will be visiting the City to meet with police and fire cadets and Prince's Trust young people at the Honourable Artillery Company in July. The theme of the event will be young people and trust and confidence with the police.

The Police Authority is working with City of London Police and Mansion House on a dinner with the Security Minister hosted by the Lord Mayor in late July. The theme of the event will be on making it harder to commit economic and cyber crime online and internationally, and prevent attacks from reaching the public. This shows a genuine political commitment to the City's agenda on supporting the national response to economic and cyber crime.

Police uplift programme

Last year City of London Police fell short of its year 2 uplift target by 32 posts. This was disappointing and delivery of the uplift programme is being closely monitored by the Risk, Resources & Estates Committee and Police Authority Board.

City Police has developed a robust plan to close the year 2 deficit and deliver the year 3 uplift which has been stress tested by the national Police Uplift Programme Team, Home Office and Risk, Resources & Estates Committee.

A delivery risk has been identified in relation to the recent announcement that the Metropolitan Police Service intends to reward transferees with a £5,000 bonus. City Police's plan has profiled officer attrition at a rate agreed with the national Police Uplift Programme Team, and includes a retention strategy based around the non-financial benefits of working in the City. However, with the current cost of living crisis, it is possible officers will want to join the MPS to receive the bonus payment. This risks the force's ability to achieve its uplift target as it will not be able to maintain its assumed baseline staffing levels. Given the size of the force, the MPS scheme also has potential to compromise the safety of the City if there is a large exodus of specialist capabilities.

City of London Police is engaging with National Police Chiefs' Council, the national Police Uplift Programme Team and the Metropolitan Police Service on the impact of this proposal and consider ways the risk to the City of London Police and other neighbouring police forces can be minimised. The Police Authority will also be writing to the Policing Minister.

Association of Police & Crime Commissioners

City of London Corporation is supporting the recruitment of a new Chief Executive Officer following the resignation of Susannah Hancock. The Chair of the Police Authority will be chairing the recruitment panel.

Fraud & Cyber Crime Reporting & Analysis Service

The Fraud & Cyber Crime Reporting & Analysis Service Procurement Committee held a its first formal meeting at which the Chair of the Police Authority Board was elected as the Committee's Deputy Chair for the year ensuing. This election helps to strengthen the relationship between the Police Authority Board and the Fraud & Cyber Crime Reporting & Analysis Service Procurement Committee, which was established to ensure efficient and effective oversight and decision-making on this critically important project.

Protective security

The Police Authority hosted a briefing for Members on 22 June to discuss how the City Police and Corporation are working with businesses and across the public realm to protect the City, the importance of the proposed new protect duty legislation, and the need for stringent security measures in public spaces. 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. Protective security is an important priority and links to the Policing Plan objective to keep those who live, work and visit the City safe.

Police Authority team

The new target operating model for the Police Authority team has been approved by Corporate Services Committee. Consultation has closed and the team is moving to implementation. The new model will ensure the Police Authority is better aligned with Office of Police & Crime Commissioners and strengthen policy and governance support to Members. It creates new capabilities to support our work with the Safer City Partnership and coordinate strategic communications and engagement activity with City of London Police.

Serious Fraud Office

The Chair of the Police Authority Board will be joining the board of the Serious Fraud Office from August.

Agenda Item 7

Committee(s): Police Authority Board	Dated: 30 June 2022
Subject: Commissioner's Update- June 2022	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	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 45-22	For Information
Report author: Angela McLaren, Commissioner	

Summary

At the April Police Authority Board, it was agreed that the Commissioner's verbal updates would now be presented to the Board as formal written updates.

The *public* updates for the Commissioner of Police, the Assistant Commissioner Operations and Security and Assistant Commissioner Economic and Cyber Crime are attached.

These give highlights of activity since the last update to your May Board

Recommendation(s)

Members are asked to note the report.

Appendices

- Appendix – Commissioner's and Assistant Commissioners Public Updates



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

Police Authority Board – Commissioner’s Update –

Public Update – Operations and Security

Queens Platinum Jubilee Policing Operation

- Friday 3rd June saw Her Majesty the Queen’s Thanksgiving service at St Paul Cathedral. Many dignitaries were in attendance and the joint operation between the MPS and CoLP under Operation Benbow arrangements, was successful. The subsequent reception at the Guildhall also proceeded to plan. A great display of collaboration and a moment in history for all. The Commissioner has messaged all Officers and Staff thanking them for their support for this event, and a special thanks go to Chief Superintendent Dai Evans who led as CoLP Gold Commander.

CT-

- The UK Threat level remains at SUBSTANTIAL (means an attack is likely)

Local Policing Task Force-

- As above a large focus on the Jubilee and dedication of a number of specialist resources.
- On Wednesday 7th June Op Niven commenced in response to phone snatches, so far, the operation has seen a reduction in phone snatch occurrences in the City of 50%

Sector Policing –

- Operation Rocotto a high visibility and engagement event held in collaboration with the City Security Council provided crime prevention advice and support to City workers. Officers linked up with Security Professionals to conduct reassurance patrols. Plans are underway to increase the influence of this Operation.

Professionalism & Trust-

- The National Police Chief’s Council (NPCC), and College of Policing, published the national Police Race Action Plan. The plan sets out commitments and actions which will work to build trust and confidence amongst our Black Officers and Staff, and within our Black communities. We are already designing an internal Race Action Plan which consolidates recommendations from several internal reports and surveys, thereby ensuring that the Action Plan remains relevant to our workforce. A performance benchmarking exercise has been completed to provide us with a baseline to track our continuous improvement.

Notable Work

- Officers from the Proactive Crime Team (PCT) were recently on patrol in Watling Street when they recognised a suspect wanted in connection with thefts in the City. The suspect was arrested on suspicion of numerous thefts from licensed and on suspicion of conspiracy to steal. The PCT worked through the night to progress the investigation. This resulted in the suspect being charged with eight counts of theft from licensed premises and possession of cannabis. He was remanded into custody until 17th July.
- The latest Operation Reframe was a success with 40 checks conducted on Licensed Premises and 5 arrests including one arrested on suspicion of administering a substance with intent following the great work of the Reframe team helping a vulnerable female they suspected to be the victim of a spiking incident. Through investigative work with the female’s friends the Reframe team tracked a possible suspect at a local venue and arrested them, the suspect was interviewed and released under investigation.
-

Police Authority Board - Commissioner Update	
Public Update – National Lead Force	
<p>National Co-Ordinator's office</p> <ul style="list-style-type: none"> AC O'Doherty attended the House of Lords Committee as part of the Fraud Act Inquiry. This was alongside the National Crime Agency (NCA) and the PCC lead on Fraud. The Committee covered several areas including Action Fraud, National Policing, victim care and private sector working. The Committee went well, and the Members were happy with the answers given and information supplied. Four PECTS (Regional Proactive Economic Crime Teams) are now in place and two more in early stage of recruitment. 26 of 43 force engagement visits are now complete and an interim best practice report has gone to all participating forces. <p>DCPCU (Dedicated Card and Payment Crime Unit)</p> <ul style="list-style-type: none"> The PROTECT team opened a conference for the annual counter fraud and forensic accounting conference in Portsmouth to a large audience of counter fraud professionals. <p>IFED (Insurance Fraud Enforcement Dept)</p> <ul style="list-style-type: none"> IFED presented to an international audience of special investigation units in Sweden regarding case studies of insurance fraud investigations and joint working with the private sector. <p>PIPCU (Police Intellectual Property Crime Unit)</p> <ul style="list-style-type: none"> Operation Phenom involves joint working with Border Force and will give innovative solutions and new ways to intercept fake goods before hitting the UK market and give new PURSUE opportunities against importers. <p>ACTION FRAUD</p> <ul style="list-style-type: none"> There is now vetting prioritisation for Acton Fraud staff/recruits to make sure vacancies do not affect the front-end support of victim's, and we have 85 full time employee's in place as contact handlers. <p>LFOR (Lead Force Operations Room)</p> <ul style="list-style-type: none"> Launch of Crimestoppers campaign to educate the public around romance and courier fraud which also provides an anonymous reporting platform for intelligence (without undermining Action Fraud as a crime reporting tool). First Crown Court conviction by a PECT investigation (Eastern Region), male sentenced 8 years for a serious investment fraud. <p>NLF Teams (National Lead Force)</p> <ul style="list-style-type: none"> Sentencing for Operation Rasalhague, £4million fraud repeat victim. Subject arrested at airport and now sentenced for two years. This victim had seen their case closed by other forces and the NLF team used covert and innovative policing techniques to get a result. <p>ECVCU (Economic Crime Victim Care Unit)</p> <ul style="list-style-type: none"> Workshops with staff have been held regarding the planned national expansion to another 37 forces. This will help a plan be put together for recruitment that will be needed of the expansion. <p>NFIB (National Fraud Intelligence Bureau)</p> <ul style="list-style-type: none"> A new domestic abuse risk assessment is now in place so that every cyber-crime reported is reviewed for Domestic Abuse risks and appropriate action taken where required. The enhanced cyber reporting service is now live, the performance framework to demonstrate return on investment, this should be producing data by Q2. 	
Notable Work/Media	
<ul style="list-style-type: none"> Good news coverage of the Police Intellectual Property Crime (PIPCU) conviction for two males who sold fake Bio-Oil skin products, targeted at pregnant women. National coverage of two charges against teenagers who were members of a criminal hacking group. Each male has three charges of hacking made out against them. DCPCU – Operation Lorus – Bank insider selling access to over 1000 victim bank accounts sentenced to 4 and a half years in prison. 	

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Committee(s): Police Authority Board – For decision Court of Common Council – For decision	Dated: 30 June 2022 21 July 2022
Subject: Final City of London Police Annual Report 2021-22	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 46-22	For Decision
Report author: Emma Cunningham, Head of Strategic Development	

Summary

The Annual Report, representing the achievement of the City of London Police for the past financial year, is submitted to the Board for approval, following feedback from Members of the Board at and after its meeting on 25 May 2022. The Annual Report contains information on crime, financial and staff statistics, as well as a summary of performance and highlights within the year.

Following discussions and feedback from Members, changes have been made to the Annual Report, including:

- More detail included on the performance and highlights of the Force in its role as National Lead Force for fraud
- More detail included on current ethnic and gender representation in the Force
- Financial breakdown for the Force included
- Chair of the Board’s foreword included
- More pictures have been included which show our police officers in action.

Recommendation

Members are asked to:

- Approve the Annual Report 2021-22 for onward submission to the Court of Common Council.

Main Report

Background

1. The Annual Report serves as the vehicle for the Commissioner of Police to reflect upon what has been achieved in the past financial year and to report on crime, resources and financial statistics. It will be officially published after it has been presented to the Court of Common Council.

Current Position

2. It should be noted that the Annual Report measures against the previous Policing Plan (2020-23) and Members will be aware of the new Policing Plan (2022-25), which next year's Annual Report will report against.
3. Members may also remember that due to the cost of production, a decision was made in 2017 for the Annual Report to be viewed online only and accessible via the City of London Police website. This has meant that this year's report has again been produced in-house at no additional cost.
4. As you will see, the Annual Report is in-keeping with the approach adopted in recent years and is a short, compact document. The report takes a high-level overview of what was achieved against the previous year's priorities and in doing so, it is hoped the report replicates how the force is dedicating resource towards the force priorities. This slimmed down and high-level approach is also in keeping with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) request that our communications illustrate 'you said – we did'.
5. Members of the Board reviewed a draft version of the Annual Report at its meeting on 25 May 2022, and following feedback during and after the meeting, changes have been made as follows:
 - a. More detail included on the performance and highlights of the Force in its role as National Lead Force for fraud
 - b. More detail included on current ethnic and gender representation in the Force
 - c. Financial breakdown for the Force included
 - d. Chair of the Board's foreword included
 - e. More pictures have been included showing our police officers in action.

Corporate & Strategic Implications

6. Strategic implications – The Annual Report measures performance and highlights against the Policing Plan 2020-23.
7. Financial implications – The Medium Term Financial Plan is now included in the Annual Report.
8. Resource implications – The Annual Report shows the high level break down of resources of staff and officers within each section.

9. Legal implications – none.
10. Risk implications – none.
11. Equalities implications – The Annual Report sets out an update and progress made on the Force's Equality & Inclusion Strategy.
12. Climate implications – The decision to not print copies of the annual report has a positive environmental impact.
13. Security implications – None.

Conclusion

14. The Annual Report is a corporate document which provides a high-level record of the Force's achievements in the preceding financial year in an easily accessible and engagement format.

Appendices

- Appendix 1 – 2021-22 Annual Report

Emma Cunningham

Head of Strategic Development

E: emma.cunnington@cityoflondon.police.uk

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City of London Police

Annual Report 2021/22

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CoLP Cadet Annual Report

Our priorities

NB:- Please note that a new [Policing Plan for 2022-25](#) has been recently launched but this annual report assesses performance of 2021-22 based on the previous iteration of the [Policing Plan 2020-23](#).

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



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



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



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



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

[Link](#)

Commissioner's Foreword



I am pleased to present this annual report which reviews the progress of the City of London Police between the 1st April 2021 and 31st March 2022.

This continued to be an unusual period as we adapted to the changing face of the COVID-19 pandemic. It was also a period that saw trust and confidence in policing face unprecedented challenge.

The City started to come back to life - a welcome sight - but at the same time people continued to live more of their lives online. These changes have impacted how we police and we have had to adapt and stay responsive to ensure we keep people safe in both the physical and virtual world.

As mentioned above, this has been and will continue to be a very difficult period for policing. Trust, confidence and legitimacy are very much in the spotlight and under the microscope. The murder of Sarah Everard by a serving police officer and other tragic deaths, such as those of Joana Henry and Nicole Smallman, Julia James, Gracie Spinks, Sabina Nessa and Bobbi-Anne McLeod have understandably sent shockwaves across UK policing and impacted upon the trust and confidence felt amongst the public

Our commitment to tackling violence against women and girls (VAWG) and rebuilding trust and confidence is fully reflected in our new Policing Plan and the creation of our Professionalism and Trust business area which will focus on VAWG, Integrity Standards, Equality & inclusion and will be the focus for addressing community concerns, and building internal confidence across the workforce.

We have engaged and listened to our communities, our officers and staff, and have reflected this feedback into our new vision and values. A vision that sees us trusted by communities to deliver policing with professionalism, integrity and compassion.

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
Commissioner, City of London Police

Chair's Foreword



The focus of the Police Authority Board over the last year has been on maintaining public safety and low levels of crime in the City, improving the national response to economic and cyber crime, and ensuring diversity and inclusion is embedded in the culture of the City of London Police and Police Authority.

In 2021, Ian Dyson retired as Commissioner of City of London Police having held the post for almost six years with outstanding dedication and commitment. His successor, Commissioner Angela McLaren, was appointed by the Police Authority Board as the first female commissioner in the City Police's 182 year history.

I am pleased to see crime levels overall are lower than pre-Covid levels. With the return of the working population and night time economy, maintaining this trend and responding to community concerns about anti-social behaviour will require continued collaboration across the police, City of London Corporation and other partners on the Safer City Partnership.

City Police has continued to work closely with the Metropolitan Police, British Transport Police, and the intelligence services to prevent terrorist attacks against the City. I was good to see recognition of the effectiveness of this collaboration in Lord Harris' 2022 independent review of London's preparedness to respond to a major terrorist incident.

Last year I joined the Board of the Association of Police and Crime Commissioners and am the Deputy Portfolio Lead for Fraud and Cyber Crime. I have used these roles to support the work of City Police as the national policing lead for economic and cyber crime, highlighting the need for greater scrutiny and prioritisation of these crimes by PCCs. Economic, fraud and cyber crime are now mentioned in all Police and Crime Plans. However, there is still more to be done to ensure disseminations from Action Fraud are appropriately resourced by forces.










Recognising the importance of preventing fraud, the Police Authority worked with City Police (and others in the counter fraud community) to successfully petition for fraud to be named a priority harm and inclusion of advertising in the Online Safety Bill. The formation of the new National Cyber Resilience Centre company in the City has brought together representatives from industry and policing to provide strategic direction and support for regional centres assisting SMEs with their cyber resilience.

The new Commissioner has made clear a core part of her agenda is professionalism and trust. Since I have been Chair, the Police Authority Board established its own diversity policy and has improved representation across its members. Ensuring City of London Police is visibly representative of its communities at all levels of policing remains a priority area of focus, along with supporting work to combat violence against women and girls in the City.

James Thomson
Chair, City of London Police Authority Board

Policing Plan Performance

Every year we agree our policing priorities with our Police Authority Board within our Annual Policing Plan. In 2021/22, the Force set out the following priorities within this document and each of these areas had several performance measures associated with them are monitored by our Police Authority to track our performance:

				
Economic and Cyber crime	Counter Terrorism	Serious organised crime	Violent and acquisitive crime	Local policing
<div><p>Alerted the financial sector to 35,400 bank accounts and compromised credit cards linked to fraud with a value of almost £58m</p></div> <div><p>Informed banking of £54m money at risk and confirmed £2.2m repatriated to victims</p></div>	<div><p>4,548 Project Servator deployments – 56% increase since last year</p></div>	<div><p>Recovered over £29m in assets compared to £5.9m in 2020/21</p></div> <div><p>Compared to last year, there has been a 38% increase in investigations supported or coordinated to safeguard children.</p></div>	<div><p>There continues to be a reduction of victim-based violent crimes of 32% compared to the 2019-20 baseline, although there has been an increase in the rolling 12-month period of 80% in Q4 compared to previous year when lockdown restrictions were tighter.</p></div>	<div><p>378 public protection notices related to children and 758 relating to adults have been submitted, compared to 265 and 493 last year respectively.</p></div> <div><p>Positive outcome rate for stop and search was 35%</p></div>

In addition...

- The number of positive outcomes for 2020/21 was at **21%**
- **1,287** judicial outcomes recorded by police – **43%** increase on last year
- We recruited **66** new joiners, **10.6%** were from Black, Asian or Minority Ethnic backgrounds



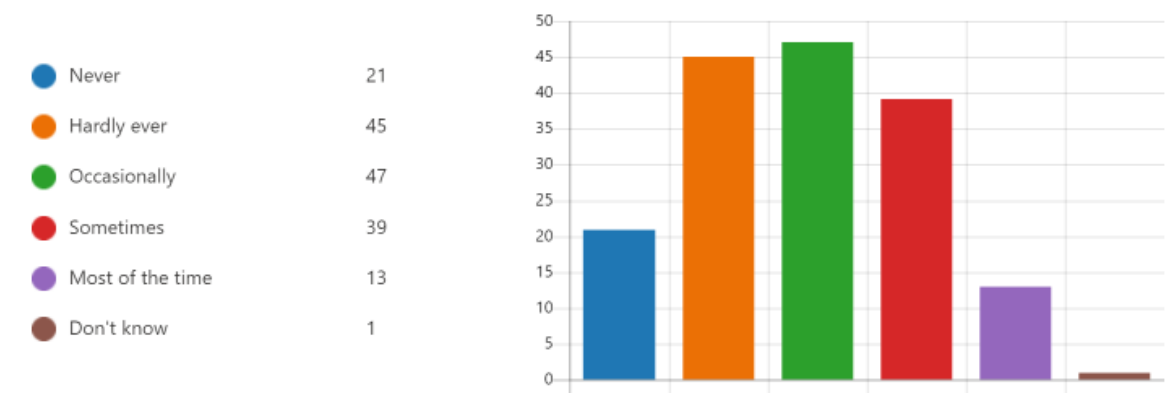
Community Feedback

Each year we undertake a survey of residents, workers and visitors to the City of London to identify public concerns and priorities and how we can address these through the delivery of our Policing Plan. The results of this year's survey were used to inform discussions with our Police Authority Board to set our 2022-23 Policing Plan priorities.

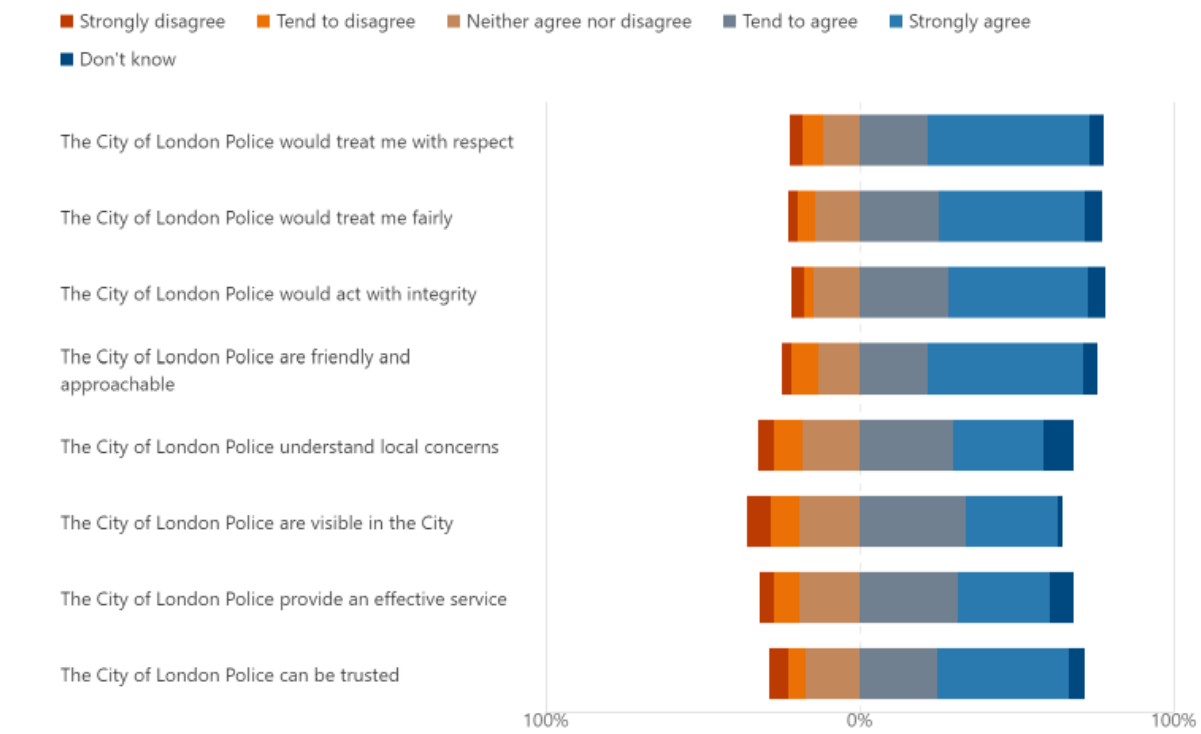
Q: Thinking about when you are in the City of London, please tell us how safe or unsafe you feel at different times.



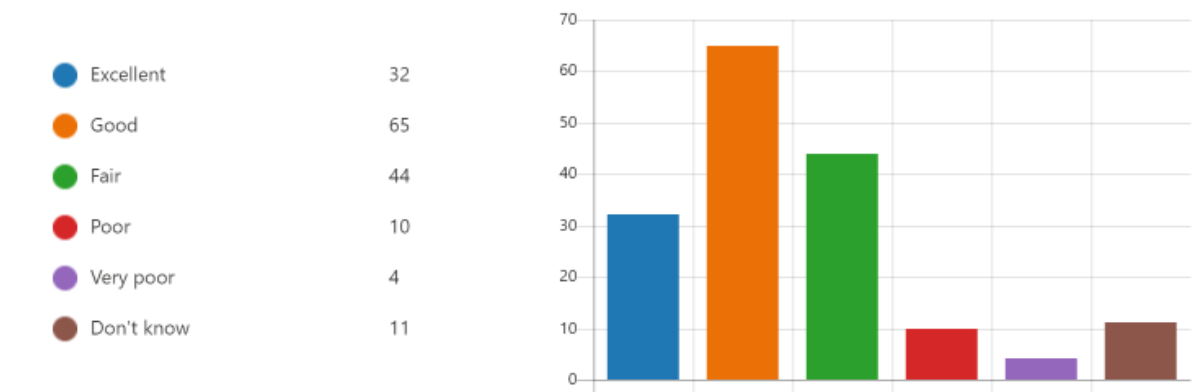
Q: How often, if at all, do you worry about becoming a victim of crime in the City of London?



Q: Thinking about if you were to have contact with the City of London Police, how much do you agree or disagree with the following statements?



Q: How good a job do you think the City of London Police is doing?

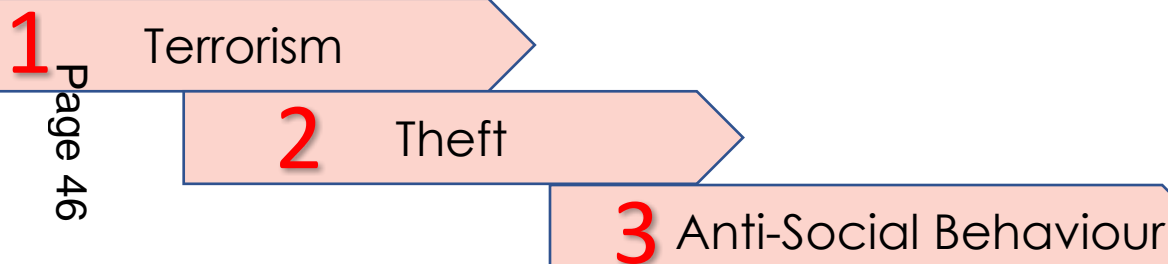


Q: If you were to report a crime or incident in future, how confident are you that you would receive a good service from City of London Police?

Very confident	37
Fairly confident	82
Not very confident	23
Not at all confident	13
Don't know	11



As part of the Community Survey, we asked you what your priority areas were for policing activities in order to ensure these concerns are addressed within our annual Policing Plan considerations. This year the following top three priorities were identified by respondents to our survey:



Responding to your feedback

To ensure the public remain safe in the Square Mile – day and night – we have undertaken several additional activities to target criminality and safeguard the public:

- Continued a programme of engagement with partners ([Victim Support](#) & City Corporation)
- Ran a social media campaign highlighting how victims can report sexual abuse
- Trained licensed premises in relation to vulnerability and sexual violence
- Supported the [Good Night Out](#) and [Reframe the Night](#) campaigns
- Participated in the national [StreetSafe](#) tool pilot

Highlights

Preventing re-offending

Our custody partnered with [Oak London](#) in March this year, a charity that supports men aged 18 to 30 who are at risk of offending or reoffending.

47% of adults are reconvicted within a year of being released from custody in the UK, and the risk of reoffending by young people and adults who have served a custodial sentence rises to 75%. To keep a person in prison costs the taxpayer £41,000 a year and reoffending currently costs the UK economy £11 billion a year. By contrast, each person who goes through Oak London costs the charity £800 and, having secured full funding for 2022, there is no cost to the individual.



Participants in Oak London's programme are taken out of the capital for a residential course and enrolled on a range of activities and seminars, before returning to London to be part of a 12-month mentoring programme and a community project.

Representatives from the charity have given presentations to Custody staff as part of their continuous professional development training. Now, details of the service the charity offers will be given to arrested persons who fit the criteria on their arrival in Custody. Custody staff can then refer detainees to the charity with their permission.

Vulnerability

One of the main duties of policing is to protect the vulnerable within society. With the mental health impact of the pandemic, the protection of the vulnerable remains a key service and demand remains high within the Square Mile.

Counter Terrorism – pursue

Over the course of the year, the Pursue Team investigated a number of incidents of hostile reconnaissance within the City, including:

- Section 58 Terrorism Act arrest of a subject taking images of Bishopsgate Police Station
- Section 58 Terrorism Act arrest of a subject taking images of Paternoster Square and London Stock Exchange (LSE).
- Section 58 Terrorism Act arrest of a subject taking images of Paternoster Square and LSE. A full CT investigation was completed and valuable CT intelligence was passed to partner agencies.



Counter Terrorism Conference

This year, our Counter Terrorism Security Advisors (CTSAs) hosted the inaugural Counter Terrorism Conference – CT2022. This event brought together more than 150 security professionals, business leaders and counter terrorism experts. During the event, a new tool, the 'Notify Pad' designed by the CTSAs was showcased. The aim of which is to ensure the correct information is obtained when reporting suspicious activity which allows for early notification of risks that may harm the City of London.

Local Vulnerability Assessments

Our CTSA team has continued to work on supporting the protective security of crowded places through completion of 'Local Vulnerability Assessments' on priority sites. In addition, the CTSA team has continued its close working relationship with the City Corporation by supporting them across security work programmes and projects, including Hostile Vehicle Mitigation plans, pavement licences and public realm advisory projects.

The CTSA team have delivered numerous products to disrupt terrorism, including attack planning activity such as hostile reconnaissance. These include See Check and Notify, Action Counters Terrorism training, etc.

Ask for Angela Scheme launched in the City

'Ask for Angela', a scheme which provides visitors to licensed premises with a codeword so they can get

help if they find themselves in an uncomfortable situation, launched in October 2021 in the Square Mile.



Christmas Party assault

Nabil Zerdi, 51, of Isleworth, was found guilty of two counts of sexual assault at Inner London Crown Court in August 2021. He had previously denied all charges against him. He sexually assaulted a woman twice while at her Christmas party in the City of London. He was sentenced to:

- Two year community order
- Five year notification requirement
- 30 days rehabilitation activity requirement
- £300 court costs and £90 victim surcharge
- 15 hours unpaid work requirement

Operation Luscombe

The City of London Police continue to run Operation Luscombe, an operation that was authored by the Partnerships team, to combat antisocial behaviour linked with begging. As lead force for this operation, we have continued to maintain a significant reduction in begging within the City and its associated antisocial behaviour to the tune of 49%. Working alongside this project is the forces wider stance to assist the local authority and the GLA in reducing homelessness within the capital. We work alongside a number of key partners to achieve this aim and operate a bi-weekly hub to assist the homeless into accommodation.

Bicycle theft reduction

The City of London Police have run a successful operation in reducing cycle theft, digital media advertising and engagement stands were deployed

to support the ongoing efforts and provide suitable education to the public on crime prevention practises. The high visibility of the police in hot spots worked as a detriment to offenders in the area while the police actively target this type of crime. Using a mix of modern and historic crime prevention messaging including 'lock it or lose it' enforced the message. Signage was created and displayed at Cycle bays around the City of London displaying our crime prevention message and how the local services can assist them. As part of the Bike registry scheme several hubs were set up in hotspot areas resulting in around 1300 bikes being registered.



National Servator

The National Project Servator Team (NPST) is based in the City of London Police, and works to Counter Terrorism Policing HQ. The NPST leads on Disruptive Effects (including hostile behaviour detection, deterrence and security minded communications) for all police forces in the UK and sets the national standards for other government departments who can use similar tactics. They are also responsible for the operationalisation of these tactics for businesses, with the SCan package which is delivered by our CTAs.

Working with the Home Office, CPNI and NaCTSO, the team will be integral in supporting the roll out of the Protect Duty, and Publicly Accessible Locations over the next 3 years, developing products that match the change in demand, particularly from the private sector.

Preventing Economic Crime

The Force secured a six-year Criminal Banning Order for a fraudster targeting vulnerable members of the public. He exploited the pandemic by using 'COVID -19' as the subject of his messages, resulting in just under £1 million of losses and eroding public confidence in genuine COVID-19 messages from the Government. The defendant had also built fake websites to use in large-scale fraud and was selling advanced BOT programs to Organised Crime Groups.

Intellectual Property Crime

This year there was a successful operation where four raids, led by our Intellectual Property Crime Unit

(PIPCU), the Northwest Police Intellectual Property Crime Unit and Greater Manchester Police, uncovered an estimated £15 million worth of branded clothing, shoes, electricals, watches, jewellery, perfume and medicine, suspected to be counterfeit. In total, over 45,000 items were seized.

This joint action between the three forces, Border Force and Immigration Services, also saw 7 people arrested – 6 for offences relating to the importation and distribution of counterfeit goods, and 1 for intent to supply prescription drugs.



Fake Voluntary Emission Reduction credits

Earlier this year, two men were convicted of fraudulent trading of Voluntary Emission Reduction (VER) carbon credits that were essentially worthless. Paul Seakens and Luke Ryan used high pressure sales tactics to sell these credits on the basis that they were good and promising investments. In reality, there was no market for investors to sell them on and no realistic likelihood of there ever being one.

Total losses attributed to the victims identified in the case amounted to over £1.8m (although this is likely to be under-estimated). Financial analysis of bank statements showed well in excess of £30 million went through various company accounts controlled by Seakens.

Successful conviction of a £125,000 “money muling” scammer

A successful DCPCU investigation into a £125,000 “money muling” has resulted in a 3-year prison sentence. Prince Sean Namalima, 20, from Wolverhampton, pleaded guilty to conspiracy to convert criminal property. Namalima was found to have transferred and withdrawn money from various bank accounts belonging to other

individuals recruited to accept large amounts of illegally obtained money. Officers seized a mobile phone when they searched his address and found that the phone contained images of bank payment cards, bundles of cash and videos of him using ATMs or carrying large amounts of cash.



Fraud and Cyber Crime Reporting and Analysis Service

The City of London Police led on the submission of the Outline Business Case to replace the systems and services that underpin the National policing response to fraud and cyber-crime. This case was approved by the Home Office and HM Treasury in June 2021. The procurement to appoint a new supply chain who will work in partnership with us to replace the existing Action Fraud is progressing as planned and will see us move into the multi-agency final design phase of the new service in early 2023.

Enhanced Cyber Crime Reporting Service

Research on the existing Action Fraud service showed anecdotal evidence that Businesses do not report Cyber crime as they have a lack of confidence in the ability of the normal Action Fraud/NFIB reporting, recording and dissemination processes. In advance of the new Fraud and Cyber Crime Reporting and Analysis service (FCCRAS) going live we have introduced a new temporary service and process which diverts businesses away from the traditional route to specially trained Cyber Call Handlers and Crime reviewers to deliver a fast time enhanced response with an aim to increase reporting and action re cyber incidents. This service is proving to be a valuable addition and will also greatly inform the design of the new FCCRAS service.

Romance scams

A DCPCU investigation into Prince Rodríguez, 23, of Hackney, London was sentenced to four years in prison after pleading guilty to committing 6 counts of fraud, 2 counts of money laundering and breaching a restraining order.

Rodriguez was initially identified as being involved in a number of romance scams. The investigation then revealed he moved onto committing fraud against a number of banks by submitting counterfeit loan applications and contacting the bank to dispute transactions on accounts under his control in order to receive significant refunds. The money was retrieved by the bank and all victims fully refunded.



Cyber Griffin

Since its inception in 2018, [Cyber Griffin](#) has trained over 23,000 people, delivered more than 670 services and engaged with 650 organisations.

We are extremely pleased with the success of the accreditations we have now integrated into our services, attracting more take up of the programme.

Cyber Griffin has now become a largely digital service which has built its ability to offer all Cyber Griffin services year on year. We are pleased to report our strongest year to date.

Finally, the Cyber Unit are pleased with the feedback we have had from our cyber capability assessment service. Feedback shows that this service has made lasting security changes to their information security management systems (ISMSs). This is complex work which make positive results all the more satisfying to receive.

Project Servator celebrates 8 years

Our Project Servator team utilise a suite of tactics to combat the threat of terrorism within the City such as stop & search and resolution conversations to engage with the public. This tactic has been

developed over a number of years and despite the impact of the pandemic, we have continued to increase the use of this activity within the City. This year saw the Force celebrate 8 years of using this tactic within the Square Mile.

Project Servator has worked alongside to build relationships and provide See, Check and Notify (SCaN) training to some of London’s most iconic sites.



Drugs arrests

Three members of an OCG were jailed for a total of 23 years after drugs worth £500,000 were seized following a series of warrants by the City of London Police:

- Wesley Candida, 30, of Woodford Green, Essex, was sentence to 11 years in prison for three counts of conspiracy to supply Class A drugs and possession of criminal property
- Vanessa Candida, 29, of Woodford Green, Essex, was jailed for six years for three counts of conspiracy to supply Class A drugs and possession of criminal property
- Wanderson Rocha Dos Santos, 31, of Tower Hamlets, was sentenced to 6 years imprisonment for three counts of conspiracy to supply Class A drugs.



Major Crime Team

In July, our Major Crime Team (MCT) commenced an investigation into gang related violent disorder and GBH (wounding) where a male was stabbed twice during a gang motivated disorder outside VQ bar in Aldgate.

The MCT quickly established that whilst a violent disorder had occurred there was clearly one aggressing group of 8 suspects and a victim group who were acting to defend themselves. The MCT quickly identified the main aggressor who could be seen stabbing the victim as he ran away. As a result, all suspects were identified.



Community Engagement

Over the last year, there has been significant work undertaken in relation to community engagement and our wider partnership working. We have fundamentally changed our policing model with the launch of Sector Policing with dedicated ward officers tackling local crime and anti-social behaviour issues. To complement this, we have now fully launched the City Cluster Panels – each is made up of local people who agree a realistic and achievable course of action to address the issues raised by the community. Where appropriate to the demographics of the Cluster, every effort is made to ensure that a diverse group of people are recruited.

Special Constables

The force presently has 73 Special Constables, with a new cohort of 12 commencing training in summer 2022.

Over the past 12 months we have focussed on the return to BAU following the pandemic, implementing the recommendations arising from a comprehensive staff survey in spring 2021, delivering bespoke refresher “back to work” training to all officers requiring it, and returning duty hours and productivity to pre-pandemic levels. Progress against key metrics include:

- 72% Independent Patrol Status
- 50% of all duties (6,500 hours) on response (compared to 30%/4,309 hours in 2016)

- 2,750 duty hours policing the South-Western sector of the City during the initial lockdowns. To our knowledge, this is the first time that Special Constables have assumed *routine medium-term* responsibility for policing part of a major city.
- 2021 Christmas campaign best supported ever, with 16 & 17 officers on duty on key nights.
- In 2021 the special constabulary delivered 2,469 duties, 43 arrests, 69 assist arrests, 519 vehicle stops, 74 drivers reported, 542 incidents attended, 8 s136 MHA detentions and 230 stop and account/search.
- SCs remain active in specialist units including MPS Raptor Units, public order (16 SCs public order trained including the first 2 SCs in the UK to complete the MPS Public Order command course), cycle squad, ECD (Academy, NFIB & ECVCU), control room, Administration of Justice, and L&D.
- Diversity remains a focus: BAME representation has been increased to 17% and female representation remains at 21% (although this follows the transfer of 7 female SCs to the regular service in 2020)

Classification	Pre – OP ILLUM INATE	OP ILLUM INATE	% Chang e
Theft	198	119	-40%
Violence Against the Person	124	114	-8%
Anti-Social Behaviour	47	50	6%
Public Order	35	29	-17%
Sexual Offences	10	9	-10%
Robbery	8	3	-63%
Total	422	324	-23%

Our 2021 Christmas Campaign

Each year, the City experiences a rise in visitors over the Christmas period where people come to the Square Mile for entertainment, bars and restaurants during the festive period. Led by Local Policing Command Team and supported by the rest of the City of London Police ‘Operation Illuminate’ aimed to protect and reassure everyone who works and lives in the City of its safety, taking offenders off the streets and offering help and support to any victims of crime. This saw a 23% reduction in crime over the period.

Mental Health Street Triage service

The City of London Police work in partnership with the Clinical Commissioning Group and the NHS to provide a Mental Health Street Triage service. The service has been successfully run since 2017. This service in the past 12 months has been uplifted to include additional hours, covering from 9am until 3am. Over the past twelve months the service has helped to avoid 77% of police encounters ending in a detention under the Mental Health Act. Positive engagement with people in mental health crisis after initial police contact has been trialled for the past 12 months. This model has significantly reduced return rates of persons in distress.

Suicide Prevention

A core role of the Force is to safeguard vulnerable members of society, those in mental distress who may contemplate self-harm are of concern to the Force and are a critical focus for how we respond to public safety within the City. In mid 2021 the City Police conducted environmental visual audits of all sites in the City to explore potential opportunities to implement structural changes to the built environment to dissuade/prevent those in distress for using those locations as sites of contemplation to end their lives. The results of this have been passed to the City of London Corporation who are acting on Force advice.



The Partnership and Prevention Hub are working with several external partners to achieve a more integrated approach to suicide prevention across Central London, this includes the private security sector and charitable partners, such as the RNLI. It is hoped that these projects will allow for early detection and mitigation for those in mental health crisis.

Action Fraud Campaign

Action Fraud campaign activity:

- Action Fraud led a total of 8 national campaigns in 2021
- Collaborated or supported on 10+ partner campaigns including joint initiatives with the NECC, Cyber Protect and NCA.
- Amplified and shared NHS communications on emerging COVID19 threats, trends and national messaging across the year.
- The best performing campaign of 2021/22 was the Action Fraud / Cyber Protect Christmas campaign. This messaging achieved 18.7m reach and 88.7m impressions.



Economic Crime Victim Care Unit (ECVCU): As a direct result of the success of the pan-London Action Fraud Economic Crime Victim Care Unit (ECVCU), the Home Office provided funding to roll-out the Action Fraud National Fraud Economic Crime Victim Care (NEVCU) in areas outside London with potential to extend the service across England and Wales. This service provides three levels of support to victims:

- Level 1 – Victim Contact which gives appropriate support to less complex cases where there is no indication of vulnerability identified within the report. The level one team provides Protect/crime prevention advice and signposting to local support services.
- Level 2 – Victim Care handles more complex and difficult cases, where an indication of vulnerability has been identified within the report. Reports are thoroughly reviewed by a dedicated team (Victim Reception Team) and passed to a team of Victim Care Reviewers who will contact victims to further assess their vulnerability and work with victims to not only provide Protect/crime prevention advice, but to link in with existing services (e.g., NHS, social services) and to ultimately help the victim to cope and recover from the fraud.
- Level 3 – Where serious risks of harm present following contact with victims, a more localised response may be required from the victim's home force. This local level support focuses on safeguarding and supporting the most vulnerable at-risk individuals using a multi-agency approach and/or to manage other issues identified through level 1 and/or level 2 contact (e.g., domestic violence).

Largest Ever Proceeds of Crime Forfeiture in the UK

We worked together with the Crown Prosecution Service (CPS) and the private sector to achieve the largest ever proceeds of crime forfeiture in the UK. Du Toit & Co LLP (a South African law firm operating from the UK) and Xiperias Ltd (a Cypriot registered company) both agreed to forfeit €34m (£28.75m), to settle litigation alleging that the funds in two bank accounts were the proceeds of crime.

Officers worked with the CPS, partners from Europol, foreign law enforcement agencies and stakeholders from the private sector, including Lloyds Banking Group, to conduct an expeditious investigation involving lines of enquiry in multiple jurisdictions across three continents. The investigation identified overwhelming evidence that the monies were unlawfully obtained from international money laundering and layered through the UK banking system to present a veneer of legitimacy.

Tackling Serious and Organised Crime

We worked with Gloucestershire Constabulary's Serious and Organised Crime Unit to tackle a London-based Organised Crime Group (OCG), who have been targeting elderly and vulnerable victims across the South West. This led to officers from Gloucestershire executing a warrant on 6 April at an address in London, supported by the Force and our digital dog, Fred.

Four offenders were present, one of whom was caught in the act of making a telephone call to an elderly victim who had already handed over £8,000 and was in the process of transferring more money to suspects. Our officers then went onto search other addresses where £20,000 in cash, Rolex watches, designer clothing and documentation relating to the cash purchase of a £40,000 vehicle were found. All four offenders were charged with conspiracy to commit fraud by false representation and possession of criminal property and were remanded at court.

Business Email Compromise frauds

Our Cyber Unit worked in conjunction with the FBI and Microsoft Digital Crimes Unit to identify and pursue two suspects responsible for a significant credential harvesting campaign, used for a number of very convincing Business Email Compromise frauds against a number of high-profile companies and losses are in the millions. We assisted with arrests in both the USA and Nigeria. The USA suspect is on remand and the Nigerian suspect awaits extradition.

Amazon Web Services & Schools Project

During the year, we worked with Amazon Web Services on our Schools Project. This involved 43 students from across 5 schools participating in a series of workshops focusing on self-development, accessing digital careers, policing opportunities, and tackled issues such as online bullying and other crimes affecting young people. This has received excellent feedback from all participants, and we will now look to develop this further over the coming year.

Secure City Programme

The Secure City Programme is a 3 year programme due to conclude in March 2023. It consists of 5 workstreams and 2022 will be a key year for the programme.

The project plan aims to have all on street cameras upgraded and all bridge cameras installed by November 2022 to the decommissioning of the legacy system.

The new Azure based video management system is currently in test phase with a number of cameras operating within it. It is planned for a soft launch into the Control room in March 2022, and the gradual addition of new cameras as they come online. By November 2022, this will include connectivity with the Metropolitan Police Service, Transport for London and British Transport Police.



Middle East

The City of London Police developed a specialist protective security course for the Middle East, as part of a government to government programme, combining both first responder skills and Counter Hostile Reconnaissance, underpinned with a strong focus on community engagement.

CoLP provided a key theme lead for an initial female cadet programme being delivered in the Middle East. Our Officer supervised a blended team of serving and retired officers and ex military instructors.

Mexico SESNP project

CoLP have developed a force wide Strategic Threat and Risk Assessment Process delivering a far more efficient way with which to define capability and capacity. This ground-breaking initiative was suggested for utility in Mexico, and is currently being delivered virtually to Nezahualcoyotl, a Municipality in the Metropolitan district of Mexico City.



Police Uplift Programme

The current recruitment campaign to recruit up to 100 new constables as part of its commitment to the national Police Uplift Programme has been an excellent opportunity to talk to the local community and beyond and attract people to join the Force. Since January 2022, we have attended 41 outreach events and have attracted over 540 people to apply.



Equality & Inclusion Update

Our vision is to ensure that all communities, individuals, charities and businesses receive an excellent and consistent experience. Our Force engages with local, national and international communities across the globe, who all have diverse needs. We know that we cannot achieve this vision without a high performing workforce that embraces diversity and inclusion at its core.

To help us achieve this vision, we have introduced an Equality strategy. This strategy is shaped by:

- Best practice feedback from the Inclusive Employers Standard benchmarking audit;
- Anonymous focus groups, 1:1 interviews, and an all-staff survey;
- National Police Chiefs' Council (NPCC) Equality, Diversity and Inclusion (EDI) strategies and toolkits;
- Public Sector Equality Duty reports including gender pay gap and staff demographic data;
- Existing City of London Police work in this area including the Black, Asian & Minority Ethnic action plan;
- City of London Police Leadership principles;
- National Police Code of Ethics;
- Current best practice in inclusion and diversity.

Equality & Inclusion Strategy

Our Equality & Inclusion Strategy has six workstreams:

-  Recruitment and onboarding
-  Training and development
-  Health and wellbeing
-  Community engagement
-  Leadership and culture
-  Retention and exiting the organisation

The Commissioner is the strategic lead for the strategy and action plan. The Professionalism and Trust Portfolio lead, is responsible for overseeing the activities of the action plan. Each action plan work stream, is led by a senior leader, who is supported by specialist advisors, staff support networks and union representatives. To ensure we achieve the ambitions and successful measures set out in our strategy, the action plan and toolkits are smarter, measurable and achievable. The force provides a quarterly update to the Police Authority Board, who hold Chief Officers accountable for the Force performance and the progress of strategy.

Our full Equality strategy can be found here: [Team and objectives | City of London Police](#)

Gender Pay Gap

Every year the force publishes its Gender Pay Gap Data (GPGD) figures. The gender pay gap is the difference between the average (mean or median) earnings of men and women across a workforce. Each year the force compares the Gender Pay Gap figures to understand any changes or trends.



Comparing ColP GPGD 2020 to 2021

Hourly pay gap – For median hourly pay, men and women earn the same. In 2020, there was a gap of 0.5% (in favour of women) but that gap was closed in 2021. When comparing mean (average) hourly pay, women's mean hourly pay was 3% higher than men's in 2020, but in 2021, the gap was 1.1% higher, closing the gap by 1.9%.

Our gender pay gap figures for the previous years can be found in our Public Sector Equality Duty Report here: [Equality and diversity employment statistics | City of London Police](#)

Representation within City of London Police

The Police Uplift Programme offers a significant opportunity to build representation within the Force. To enable this, we have invested in our recruitment and retention capabilities, including a dedicated outreach team and a refreshed communications and engagement plan. We have introduced measures to support under represented groups through the selection process. **Our aim is to have new intakes represented by 40% ethnic minorities and 50% female.** Comparing data from July 2020 until now, our figures on representation have been fairly static over the past two years (with 9% of our police officers from an ethnic minority background and 23.8% female) and so recognise that these are challenging ambitions but ones we are working hard to improve.

The Force is currently represented in the following way:			
	Female	Male	Ethnic Minority
Police Officers	23.8%	76.2%	9%
Police Staff	58.7%	41.3%	22.6%
Special Constables	21.7%	78.3%	15.9%
Police Cadets	58.6%	41.4%	51.7%

Professionalism & Trust

As part of the restructure of our services within 2021/22, we formed a new business area to focus on Professionalism and Trust. Listening to the feedback from the public and the media around the perceptions of policing within the UK following a number of high-profile incidents, we are determined to show that police officers can be trusted and that we provide a professional and valued service to all members of society.

To showcase the work, we are undertaking around this area, this section of our annual report is dedicated to our professional standards, equality and inclusion work and how we are responding to the national focus on tackling Violence Against Women & Girls (VAWG).



Over the course of this year, we have developed a [Strategic Delivery Plan](#) to combat violence against women and girls.

This plan is based upon three pillars:

Relentlessly Pursuing Perpetrators

This area focuses on our ongoing commitment to bring more perpetrators of violence against women and girls to justice, working with partner agencies as a “whole system” response. This includes work to reduce case attrition and to address concerns and experiences of victims.



Creating Safer Spaces

This area focuses on protecting women and girls in public spaces, at home and online. We will continue to work closely with our partners, and in particular with the City of London Corporation, to protect women from victimisation.



Improving Trust and Confidence in Policing

This area focuses on our commitment to improve internal and external trust and confidence. We know that we must do more to earn the trust and confidence of women and girls, ensuring that our officers and staff uphold the highest professional standards.



Crime Statistics

We monitor criminality within the City, so that we can react to emerging trends and patterns to keep residents, workers and visitors as safe as possible. The impact of COVID-19 saw crime reduce in 2020/21. During 2021/22, we saw footfall to the City return; this resulted in a rise in criminality. Within our Policing Plan, we aimed to ensure the level did not reach that recorded in 2019/20 – this was achieved.


Positive Outcome Rate

The outcome of providing a policing service to the victim is ensuring there is a positive outcome from an investigation, e.g. conviction of the suspect. We aim to put the victim at the heart of each investigation, ensuring we provide resolution, so that victims have faith in the provision of our service.




2019/2020	2020/2021	2021/2022
21%	33%	21%

(In 2020/21, the pandemic allowed the Force to focus on more investigations, increasing our positive outcome rate.)









Crime Category	Positive Outcomes 2019/2020		Positive Outcomes 2020/2021		Positive Outcomes 2021/2022	
	Count	Rate	Count	Rate	Count	Rate
All Other Theft Offences	121	4%	42	10%	44	4%
Arson	0	-	2	100%	0	-
Bicycle Theft	18	4%	23	6%	32	12%
Burglary – Business/Community	59	19%	56	43%	20	9%
Burglary – Residential	2	9%	1	6%	0	-
Burglary All	61	18%	57	39%	20	9%
Criminal Damage	52	19%	48	27%	36	13%
Death or Serious Injury Unlawful Driving	0	-	0	-	0	-
Drug Possession	508	89%	474	84%	490	82%
Drug Trafficking	122	77%	74	148%	45	96%
Homicide	2	100%	0	-	0	-
Miscellaneous Crimes Against Society	130	49%	63	29%	75	36%
Other Sexual Offences	15	19%	9	31%	6	7%
Possession of Weapons Offences	40	50%	25	50%	34	63%
Public Disorder	109	23%	84	33%	121	23%
Rape	2	13%	1	8%	0	-
Rape & Other Sexual Offences	17	18%	26	63%	6	5%
Robbery of Business Property	14	39%	3	25%	2	13%
Robbery of Personal Property	9	7%	6	9%	1	1%
Shoplifting	352	40%	196	35%	239	35%
Stalking & Harassment	13	11%	12	15%	12	11%
Theft from Motor Vehicle	2	1%	2	3%	1	1%
Theft from the Person	26	3%	8	3%	6	1%
Theft of Motor Vehicle	8	20%	4	11%	5	10%
Vehicle Interference	1	9%	0	-	0	-
Violence with Injury	93	26%	55	52%	50	12%
Violence without Injury	132	18%	89	29%	94	16%
All Crime	1830	21%	1277	33%	1313	21%








ALL CRIME			
2019/2020	(2020/2021)	2021/2022	% Change compared with 2019 benchmark
8716	(3862)	6322	-28% 






ALL OTHER THEFT OFFENCES	ARSON	BICYCLE THEFT	BURGLARY BUSINESS/COMMUNITY
2019/2020	2019/2020	2019/2020	2019/2020
2677	3	441	310
2020/2021	2020/2021	2020/2021	2020/2021
413	2	375	130
2021/2022	2021/2022	2021/2022	2021/2022
1054	3	267	211
% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark
-61% 	0	-39% 	-32% 

BURGLARY RESIDENTIAL	BURGLARY ALL	CRIMINAL DAMAGE	DEATH OR SERIOUS INJURY UNLAWFUL DRIVING
2019/2020	2019/2020	2019/2020	2019/2020
24	334	270	0
2020/2021	2020/2021	2020/2021	2020/2021
16	146	179	0
2021/2022	2021/2022	2021/2022	2021/2022
18	229	278	0
% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark
-25% 	-31% 	3% 	0
DRUG POSSESSION	DRUG TRAFFICKING	HOMICIDE	MISCELLANEOUS CRIMES
2019/2020	2019/2020	2019/2020	2019/2020
573	158	2	261
2020/2021	2020/2021	2020/2021	2020/2021
564	50	0	217
2021/2022	2021/2022	2021/2022	2021/2022
599	47	0	211
% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark
4% 	-71% 	-100% 	-20% 

OTHER SEXUAL OFFENCES	POSSESSION OF WEAPONS OFFENCES	PUBLIC DISORDER	RAPE
2019/2020	2019/2020	2019/2020	2019/2020
77	78	470	16
2020/2021	2020/2021	2020/2021	2020/2021
29	50	258	12
2021/2022	2021/2022	2021/2022	2021/2022
92	54	535	28
% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark
19% 	-31% 	14% 	75% 
ALL SEXUAL OFFENCES	ROBBERY OF BUSINESS PROPERTY	ROBBERY OF PERSONAL PROPERTY	SHOPLIFTING
2019/2020	2019/2020	2019/2020	2019/2020
93	36	122	890
2020/2021	2020/2021	2020/2021	2020/2021
41	12	66	562
2021/2022	2021/2022	2021/2022	2021/2022
120	15	96	689
% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark
29% 	-58% 	-21% 	-23% 

STALKING & HARASSMENT	THEFT FROM A MOTOR VEHICLE	THEFT FROM PERSON	THEFT OF MOTOR VEHICLE
2019/2020	2019/2020	2019/2020	2019/2020
115	170	902	38
2020/2021	2020/2021	2020/2021	2020/2021
81	79	317	37
2021/2022	2021/2022	2021/2022	2021/2022
110	155	799	49
% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark
-4% 	-9% 	-12% 	29% 
VEHICLE INTERFERENCE	VIOLENCE WITH INJURY	VIOLENCE WITHOUT INJURY	
2019/2020	2019/2020	2019/2020	
11	365	707	
2020/2021	2020/2021	2020/2021	
0	105	308	
2021/2022	2021/2022	2021/2022	
0	422	590	
% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	
-100% 	16% 	-17% 	

VICTIM-BASED VIOLENCE	VICTIM-BASED ACQUISITIVE	CRIMES AGAINST SOCIETY
2019/2020	2019/2020	2019/2020
1282	5621	1540
2020/2021	2020/2021	2020/2021
535	2007	1139
2021/2022	2021/2022	2021/2022
1242	3353	1446
% Change compared with 2019 benchmark	% Change compared with 2019 benchmark	% Change compared with 2019 benchmark
-3% 	-40% 	-6% 

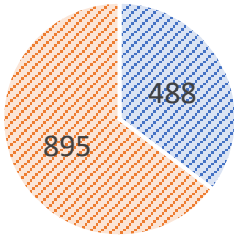


Our Resources

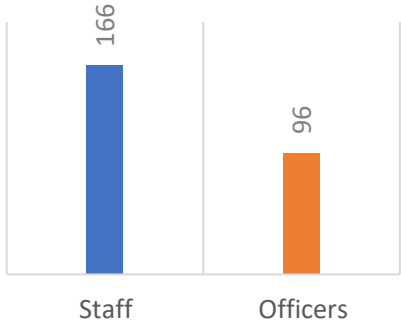
*as at 31.03.22

TOTAL

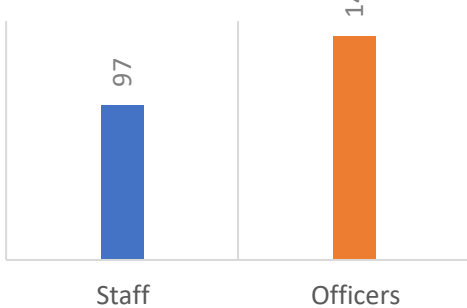
Staff Officers



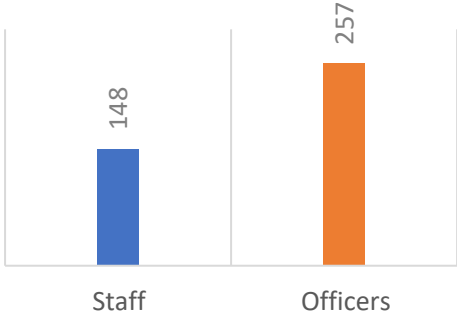
CORPORATE SERVICES



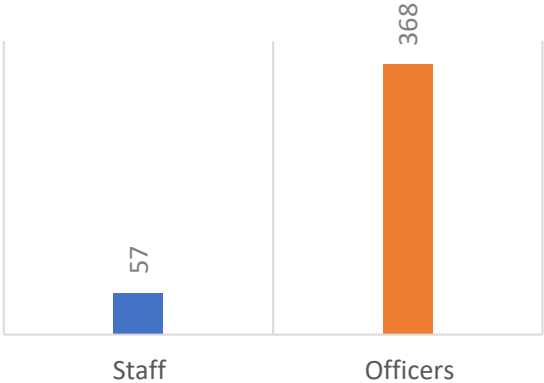
NATIONAL LEAD FORCE



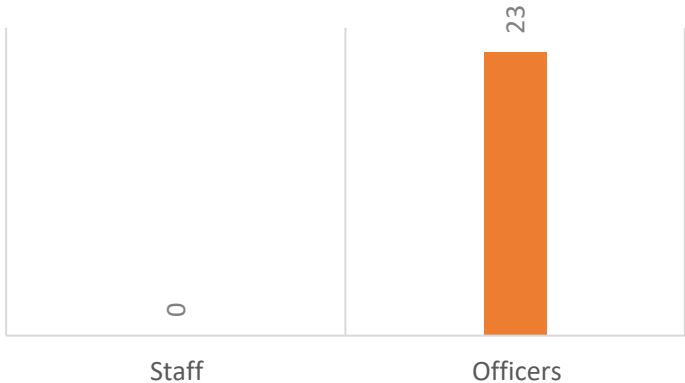
SPECIAL OPERATIONS



LOCAL POLICING



REGIONAL ROCU



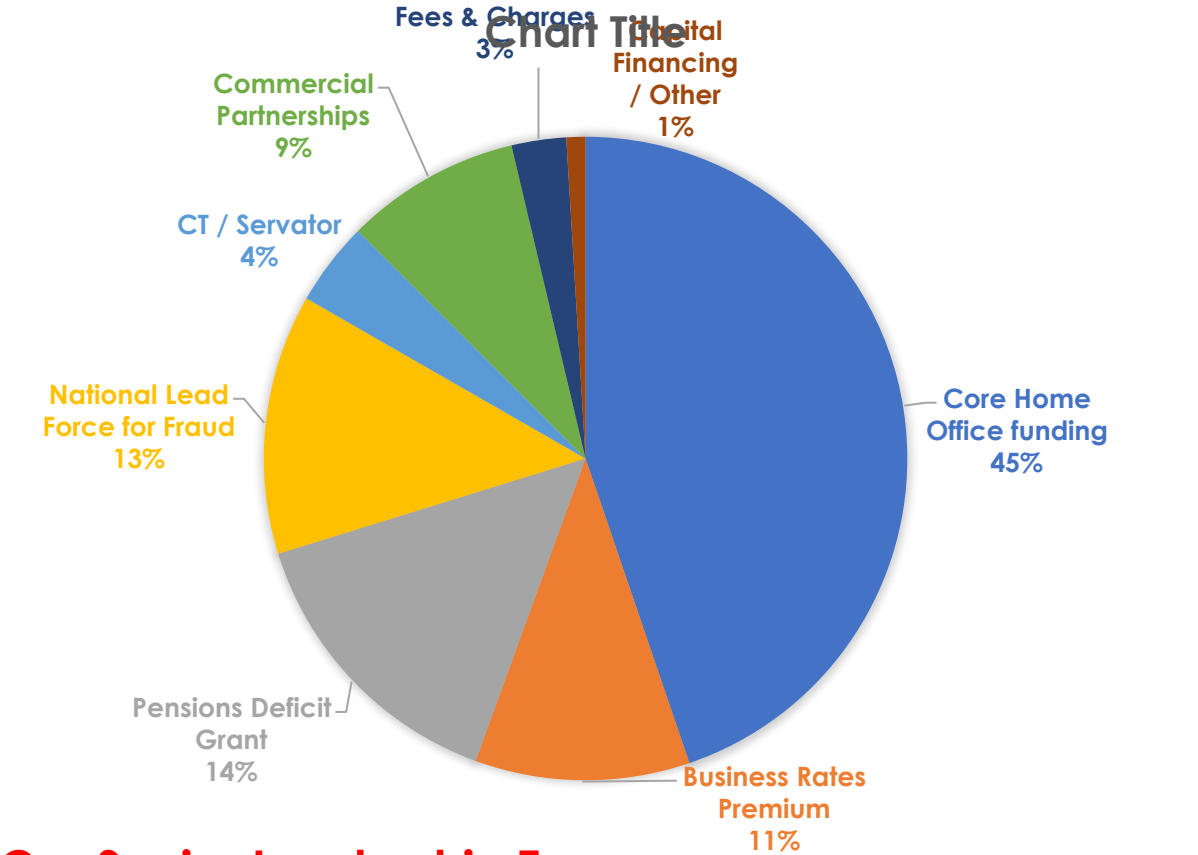
Our Finances

Income & Expenditure 2021/22					2020/21	
Revenue	Latest Approved Budget		Outturn (unaudited)		Outturn	
	£'000	%	£'000	%	£'000	%
EXPENDITURE						
Employee-Related Expenses	115.9	75	112.0	72	106.6	69
Other Expenditure						
Premises Costs	3	2	4.0	3	11.9	8
Transport Costs	2.2	1	2.7	2	0.8	1
Supplies & Services / Other	32.7	21	38.4	24	32.3	21
Total Expenditure	153.8	100	157.1	100	151.6	100
Total Income	-153.8		-159.1		-156.2	
(Under) / Over Spend	0		-2.0		-4.6	

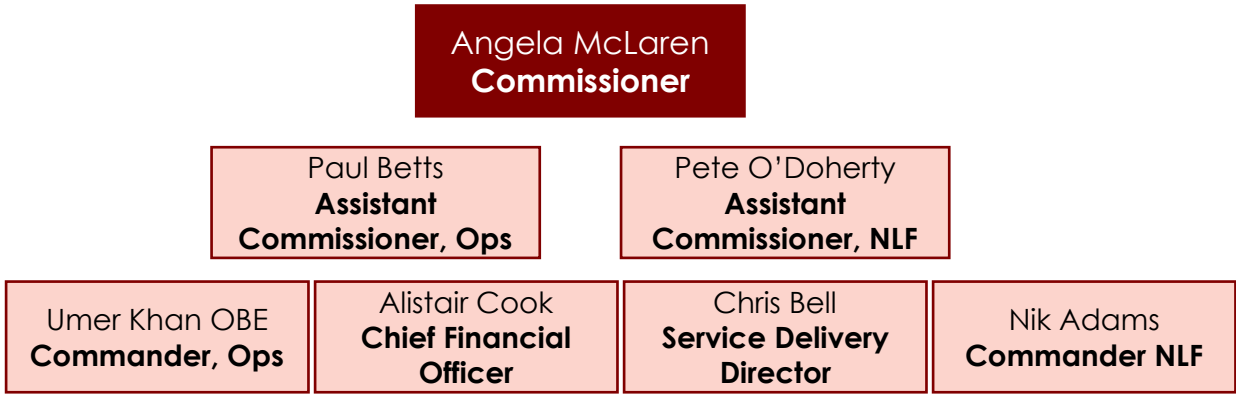
Notes
21/22 underspend in Employee-Related Expenses due to lower pensions deficit contribution
21/22 outturn includes higher income and expenditure than budget for National Lead Force grants
20/21 outturn for Premises Costs includes £7.7m Supplementary Revenue Projects
21/22 Transport Costs recategorised from 2020/21

Breakdown of funding:

Core Home Office funding	70.2m
Business Rates Premium	16.9m
Pensions Deficit Grant	23.0m
National Lead Force for Fraud	20.5m
CT/Servator	6.6m
Commercial Partnerships	13.8m
Fees & Charges	4.3m
Capital Financing / Other	(1.5m) *NB Capital Financing including Action Fraud loan repayment) is treated as negative funding in City Fund budgeting terms
Total Funding	153.8m



Our Senior Leadership Team



Our Police Authority Team

The Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. Under Section 56 of the Act, the Common Council delegated to the Police Board all its police authority functions (with the exception of the appointment of the Commissioner). The Committee's role is to make sure the City of London Police runs an effective and efficient service by holding the Commissioner to account; to ensure value for money in the way the police is run, and to set policing priorities considering the views of the community.

Police Authority Board Members

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

Resources Risk and Estates Committee

Alderman Timothy Hailes (Chair)
Deputy James Thomson (Deputy Chair)
Deputy Keith Bottomley
Tijs Broeke
Helen Fentimen
Deputy Jamie Ingham Clark
Andrew Lentin
Graham Packham
Dawn Wright
Deputy Philip Woodhouse
Dan Worsley (External Member)
Adrian Hanstock (External Member)
Michael Landau (External Member)

Police Pensions Board

Alexander Robertson Martin Marr (Chair)
John Todd (Deputy Chair)
Henry Nicholas Almroth Colthurst
Helen Isaac
Timothy Parsons
Mike Reed

Economic Crime and Cyber Committee

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Graeme Doshi-Smith
Alderman Professor Emma Edhem
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Deputy Edward Lord
Alderman Bronek Masojada
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Michael Landau (External Member)
Andrew Lentin (External Member)

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Helen Fentimen
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Deputy Philip Woodhouse
Moawia Bin-Sufyan (External Member)
Adrian Hanstock (External Member)

Professional Standards and Integrity Committee

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Tijs Broeke
Mary Durcan
Alderman Professor Emma Edhem
Helen Fentimen
Michael Mitchell (External Member)
Alice Ripley (External Member)
Deputy James Thomson



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Committee(s): Police Authority Board (PAB) – For decision Resource Allocation Sub-Committee (RASC)– For decision Operational Property & Projects Sub-Committee – For information	Dated: 30/06/2022 15/07/2022 20/07/2022
Subject: ‘Interim’ Police Capital Loan-Funding Requirement, 22/23	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	It seeks approval for interim capital requirement for 22/23
If so, how much?	£3.936m
What is the source of Funding?	Corporation loan facility
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Commissioner of Police Pol 48-22	For Decision
Report author: Chief Finance Officer, City of London Police	

Summary

City of London Police (CoLP) is undertaking a review of its capital portfolio against the change roadmap set out in the 22/23 Policing Plan. This process will set future priorities, clear interlinkages between projects and robust project and resource plans, which should mitigate against the significant project slippage and capital underspends experienced in the last few years (some of which has been outside of CoLP’s control).

The objective is to revert to PAB and RASC in Autumn 2022 with a finalised requirement for the 22/23 capital budget and loan facility. In the meantime, this paper asks for PAB and RASC approval of an ‘interim’ capital loan funding requirement of £3.936m to progress work on the Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) programme, fleet replacement and other near-term priorities.

The Police MTFP is assessed as having sufficient provision for future ‘capital financing’ revenue costs arising from prior and current year requirements.

Recommendations

Members are asked to:

- i. Note the requirement to undertake a CoLP portfolio review
- ii. Approve the ‘interim’ capital requirement for 22/23 of £3.936m to be funded through the Corporation loan facility.
- iii. Agree that although the release of central funding is normally subject to further RASC approval at Gateway 4(a), the Committee delegates authority for the release of police loan funding to the Chamberlain in consultation with the CoLP.

Main Report

Background

1. New police capital priorities have, since April 2020, been funded by means of a Corporation loan facility up to a normal, annual limit of £5m.
2. There has been a history of slippage and consequent capital underspend on CoLP projects, as Table 1 shows for last two years. While some slippage has been outside of CoLP's control (e.g where due to slippage in National Policing Programmes), it does highlight the need for robust (project and resource) planning disciplines to be put in place as part of the Portfolio Review. Hence the requirement for an 'interim' capital budget and funding requirement to be set pending this Review.

Table 1 – CoLP capital spend against Corporation loan facility, 20/21 & 21/22

	Capital Budget £m	Draw down £m	Outturn Spend £m	Comments
20/21 Capital Priorities	4.5	1.5	0.7	
21/22 Capital Priorities (excl. Action Fraud)	8.4	2.9	0.9	Budget includes carry forward from prior year underspend
21/22 Action Fraud		2.0	2.0	Budget reallocated to this spend (RASC February 2022)

Note – additionally £4m was spent on Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) programme in 21/22, fully funded by Home Office

3. The Policy and Resources Committee has agreed the principle of the Police Loan facility on condition that the projects fulfil the established prioritisation criteria against which capital projects will be assessed:
 - i. Must be an essential scheme - Health and Safety Compliance, or Statutory Compliance, or Fully/substantially reimbursable, or Major Renewal of Income Generating Asset, or Spend to Save with a payback period within 5 years.
 - ii. Must address a risk on the Corporate Risk register; or the following items that would otherwise be escalated to the corporate risk register:
 - a. Replacement of critical end of life components for core services;
 - b. Schemes required to deliver high priority policies; and
 - c. Schemes with a high reputational impact
 - iii. Must have a sound business case (clearly demonstrating the negative impact of the scheme not going ahead, i.e., penalty costs or loss of income, where these are material.

Current Position

4. The areas of capital spend requiring approval to be progressed pending and prior to the Portfolio review outcomes, all of which fulfil the P&R funding criteria, are:

- Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) programme – to replace and enhance the current Action Fraud service. It is one of Government's Major Programmes, jointly led by City and Home Office and approved through the Home Office's Finance & Investment Committee and delegated Corporation governance. The Outline Business Case (March 2021) provided for £30m total capital / programme spend (including 50% optimism bias) of which £20m (2/3) will be funded by Home Office and £10m (1/3) by City. The capital requirement in 22/23 is £5.2m of which £3m is funded by Home Office, leaving a £2.2m funding requirement for CoLP via the Corporation loan facility.
 - Fleet replacement – to provide priority replacement requirements, which constituted part of the year 2 (22/23) spend profile in the paper submitted to RASC in March 2021 on CoLP's loan-funded capital programme (which also presented the justification against the Corporation's criteria for capital prioritisation). This comprises: (a) annual car replacement programme of £0.25m (b) Horsebox replacement to meet ULEZ requirements and mitigate against future penalty charges, of £400k and (c) VIP escort motorbike replacements of £0.236m. The cost estimate of the Horsebox has increased since 2021 due to manufacturing cost inflation, however £0.4m is expected to be a worst case. Also, while approval of these fleet capital requirements is needed in order to make contractual commitments, delays in the fleet supply chain increases the risk of non-delivery during 22/23.
 - Body Worn Video – near-term requirement to effect new contractual commitment to replace cameras that are end of life, out of warranty and unsupported, with officer uplift also being an important driver. Project represented one of the priorities set out in the March 2021 RASC paper and was justified against the Corporation's criteria. £0.3m estimated capital spend requirement in 22/23.
 - Armoury Improvements – to rectify accreditation failures following inspection. Project represented one of the priorities set out in the March 2021 RASC paper and was justified against the Corporation's criteria. Subsequently a lower cost solution has been identified at £0.1m.
 - Forensics Storage & Network – to digitise the service and provide scalable storage (utilising CoLP's existing Azure capability). Also necessary for compliance with National Police Chief's Council (NPCC) requirement for removal of tape storage. Linked projects which were among the priorities set out in the March 2021 RASC paper and was justified against the Corporation's criteria. £0.45m estimated capital spend requirement in 22/23.
5. Table 2 summarises the 'interim' loan-funding requirement for 22/23, totalling £3.936m.

Table 2

	22/23 Budget £m	22/23 Loan- Funding Bid £m	Home Office funding £m
FCCRAS	5.2	2.2	3.0
Car fleet replacement	0.25	0.25	
Horsebox	0.4	0.4	
Motorbike fleet replacement	0.236	0.236	
Body Worn Video	0.3	0.3	
Armoury Improvements	0.1	0.1	
Forensics Network & Storage	0.45	0.45	
Total	6.936	3.936	3.0

Alistair Cook

Chief Finance Officer, City of London Police
Head of Police Authority Finance

alistair.cook@cityoflondon.police.uk

Committee(s): Police Authority Board	Dated: 30 June 2022
Subject: Workforce and Police Uplift Programme 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 38-22	For Information
Report author: Paul Betts Assistant Commissioner, Operations and Security	

Summary

This update was presented to the Resource Risk and Estates Committee (RREC) on the 27 May 2022 and was discussed in depth and scrutinised at that meeting. The attached documents are for information only of Police Authority Board Members.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. Since January 2022, the Force has undertaken a review of the Workforce position. This has been chiefly to align the workforce with the budget to ensure workforce affordability. The new Chief Officer Team now has a much clearer understanding of this balance and what needs to be done moving forward.

Current Position

2. The current position is that the budget and establishment for Police Officers is aligned under the agreed model for the operational directorates (Local Policing, Specialist Operations and National Lead Force), however there is work required on aligning Police Staff posts with the budget. The COT has firm governance around the recruitment into staff posts and a freeze on all but essential ones has meant that (in terms of numbers of people) the Force operate within budget. Assistant Commissioner Betts has established a dedicated review of Police Staff Posts under the management of Supt Helen Isaac. Finance is also conducting a rank and grade review of all areas of business.

3. Another significant piece of work to be completed is the review and design of the Force's Corporate Services. The Force has recently recruited a new Chief Operating Officer (COO) and the process for their employment is being progressed. The Force is also exploring external support in the interim to proceed with the project.
4. Additionally, the update also gives detail of work being progressed under the Police Uplift Programme (PUP). Since this report was presented at the RREC, the Force has become aware of an increased risk around failing to deliver the PUP. The MPS are offering £5k to all new transferees joining them before December 2022. A verbal update will be given at the Board on this.

Conclusion

5. The Chief Officer Team now has a clear view of it's budgeted establishment, it's model establishment and it's current strength. Data is now available at the People Board at a granular level and subject to scrutiny. Reporting will continue through RREC into PAB moving forward.

Appendices

- Appendix 1 – Workforce Update
- Appendix 2- PUP Update

Paul Betts

Assistant Commissioner

Operations and Security

City of London Police

E: Paul.betts@cityoflondon.police.uk



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Workforce Update Presentation

Contents Page

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1. Key Terms
2. Key Developments
3. Headlines
4. Budget and Establishment Alignment
5. Presentation of People Board scrutiny levels
6. Current workforce demographics
7. The Future
8. Appendix 1 - Detail of Operational Model
 - Local Policing
 - Specialist Operations
 - National Lead Force
 - Corporate Services

Key Terms

Budgeted Establishment (FTE) – The number of Full Time Equivalent posts that our current budget can afford.

Operational Model Establishment (FTE) – The number of Full Time Equivalent posts that are currently allocated in our operational model.

Current Strength (FTE) – This is the current number of Full Time Equivalent people we actually have sitting in posts.

Current Headcount (people) – This is the actual number of people we have in the organisation either part time or full time. (NB this is the figure used for the National Uplift Programme)

Temporary Post funded from budgeted establishment – a temporary role that is funded by money already accounted for within the budgeted establishment.

Temporary Post funded from existing post not backfilled – a temporary role that is funded by holding a substantive funded post vacant.

Key Developments:

- New CFO and AC Ops & Security overseeing workforce and budget alignment
- AC chairing the Finance Board and the People Board
- Appointment of new Chief Operating Officer
- Appropriate recruitment rules created empowering managers to manage
- Line by line review of all supernumerary roles and added to establishment
- General freeze on Police Staff recruitment unless business case made to People Board until savings realised.
- Initiation of the Corporate Services Project to redesign our services in this area, including a dedicated workforce planning team.
- Dedicated temporary Police Uplift Programme team for Year 3 recruitment under a Chief Superintendent SRO

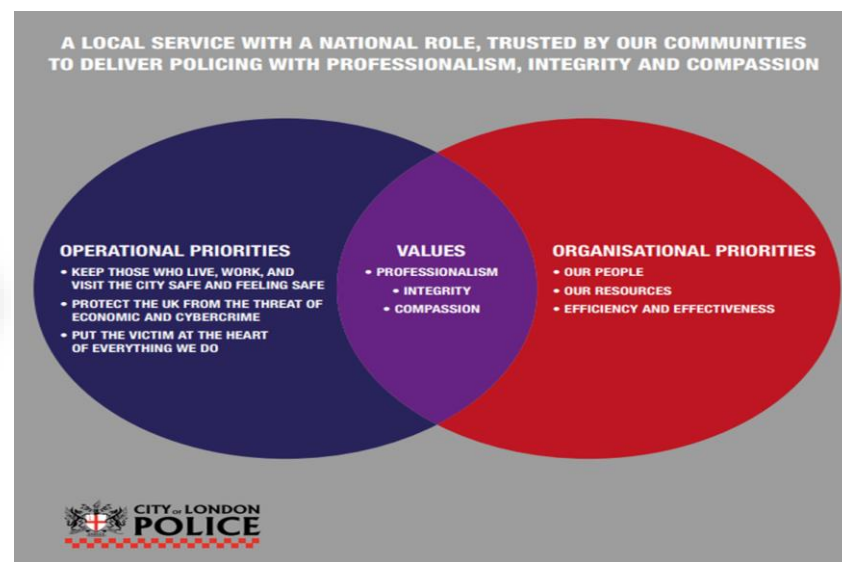
Work in Progress:

- Full review of all external funding streams
- Full review of rank and grade ratios compared to budget.

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The better alignment of finance and workforce planning will support us in achieving our Organisational & Operational priorities

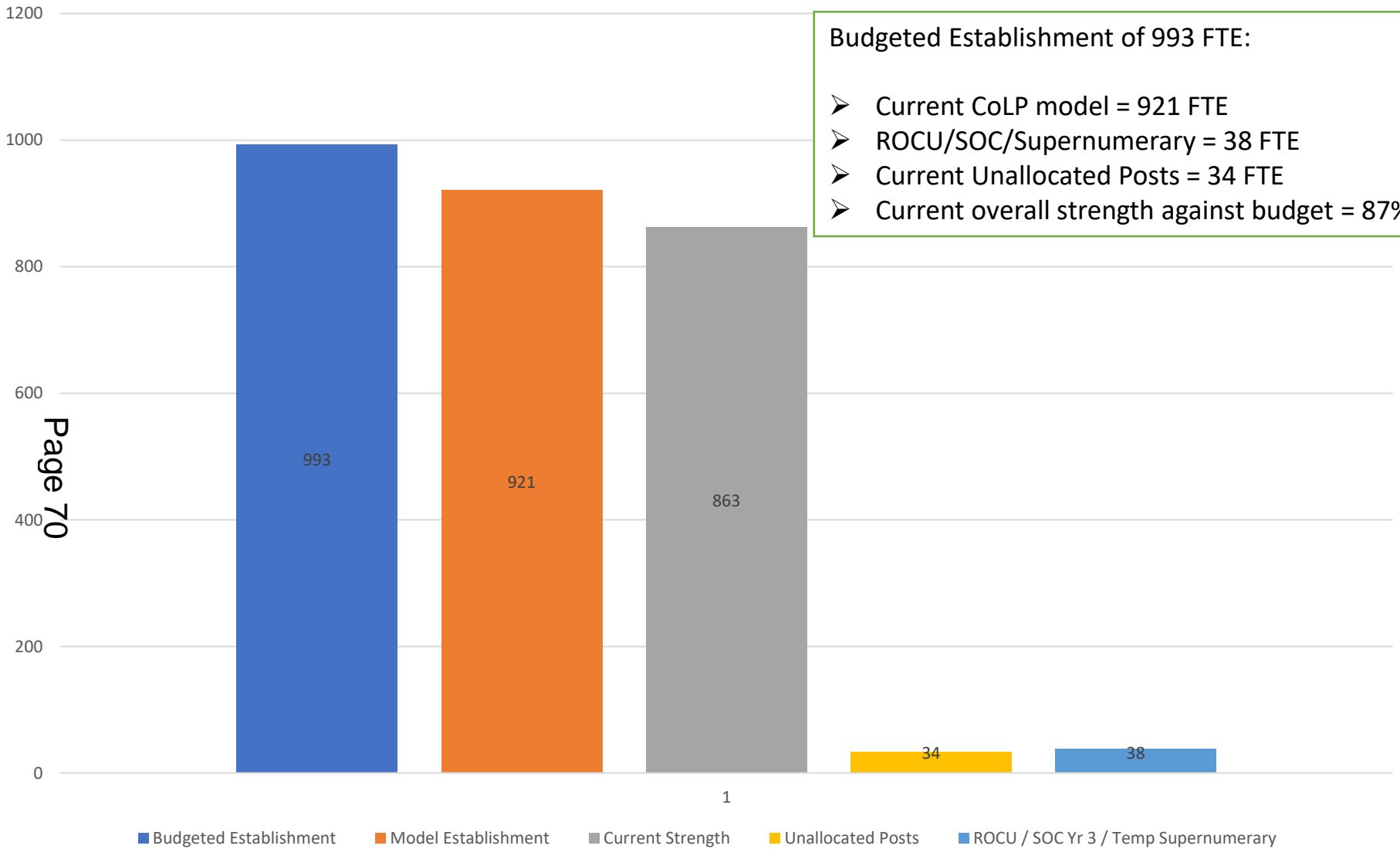


Headlines

- CoLP has a clear understanding of it's budgeted establishment, operational model establishment and supernumerary posts.
- Our Police Officer model establishment numbers are within our budgeted establishment (subject to rank and grade review)
- Our Police Staff model establishment numbers are over our budgeted establishment (+63 posts)
- This was mitigated with a Police Staff recruitment freeze unless through People Board Governance
- The Force has to find £1M in savings from Police Staff posts (C.20) in addition to making the Police Staff model affordable.

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Police Officers Operational Model Establishment FTE

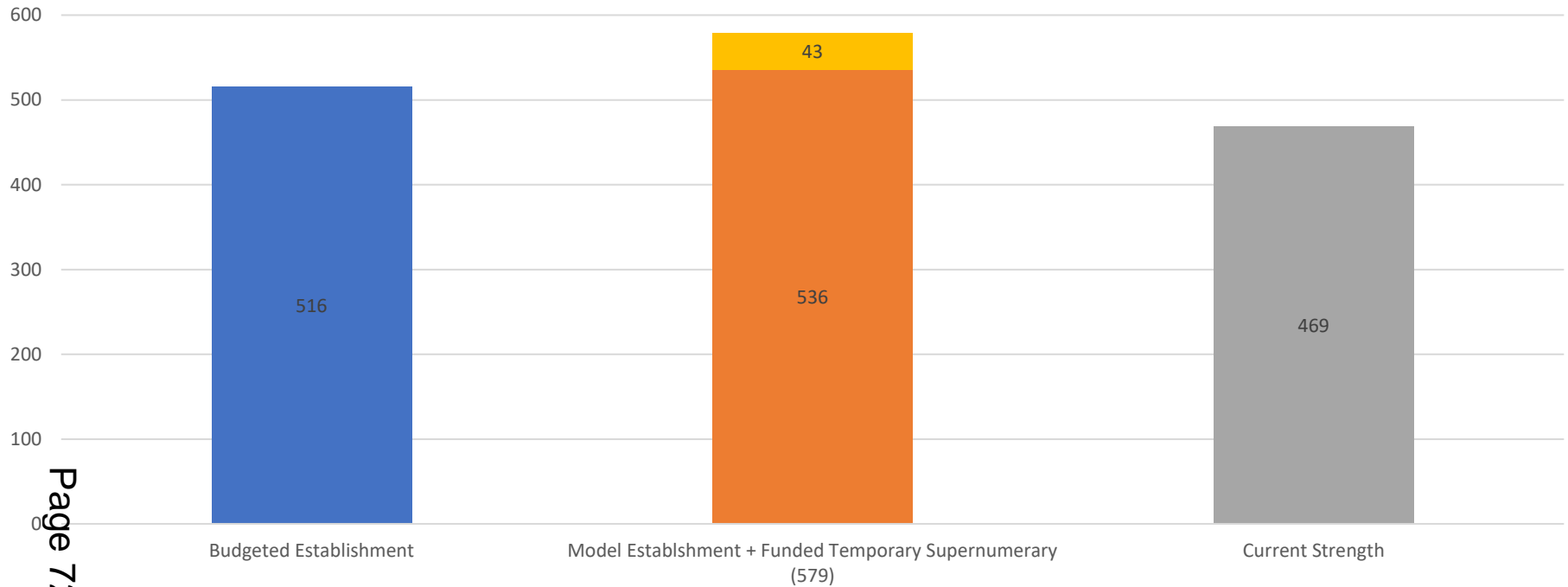


Police Officer Strength Vs Establishment FTE



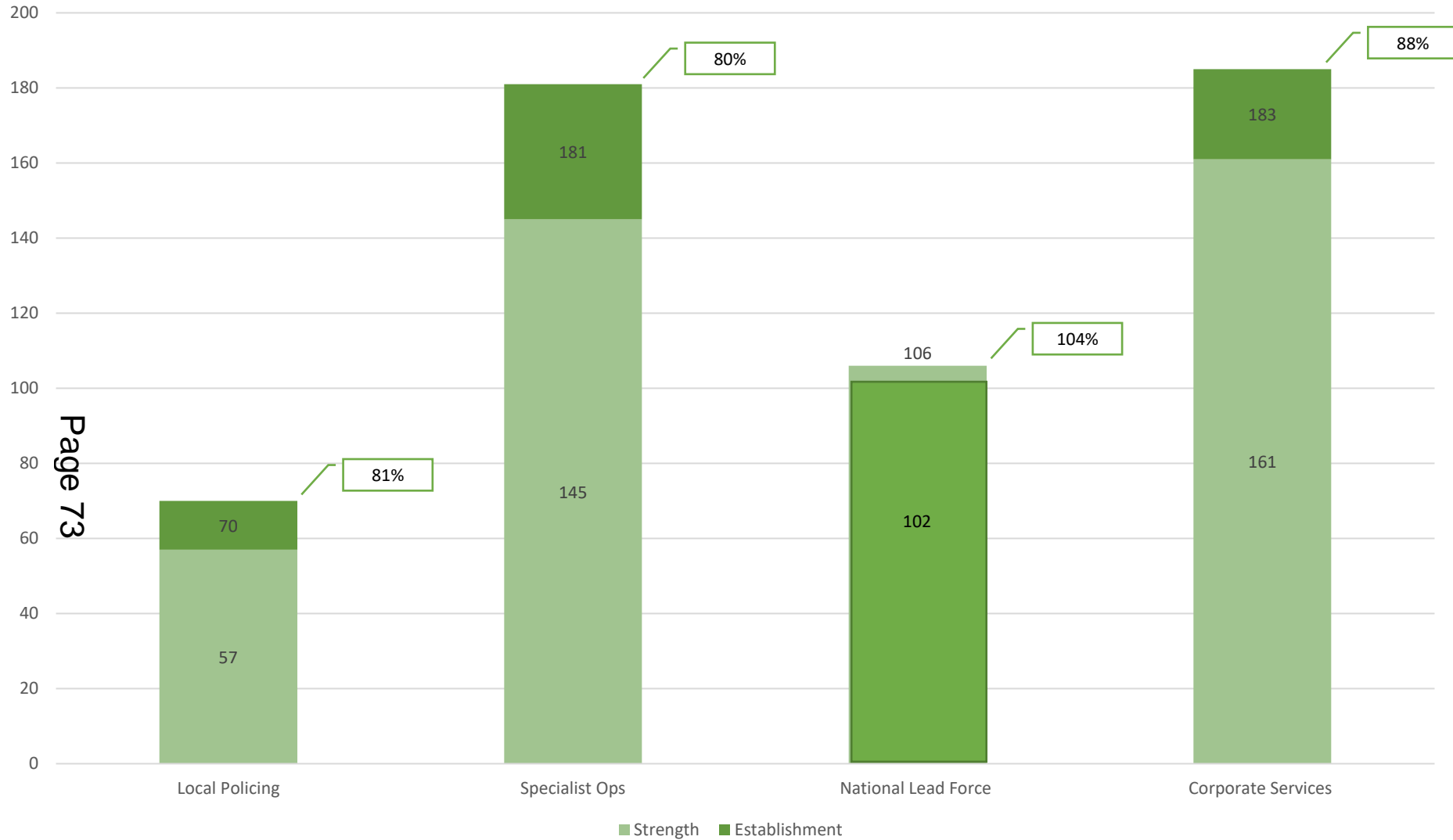
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Police Staff FTE



- Model Establishment = 536
- Temporary Funded Supernumerary = 43
- Total = 579
- Posts over budgeted establishment = 63 FTE
- Current strength = 469 FTE
- Current vacancies under model = 110 FTE
- Current vacancies under budget = 47 FTE
- Does not include £1M in savings to be taken

Staff Strength Vs Establishment FTE

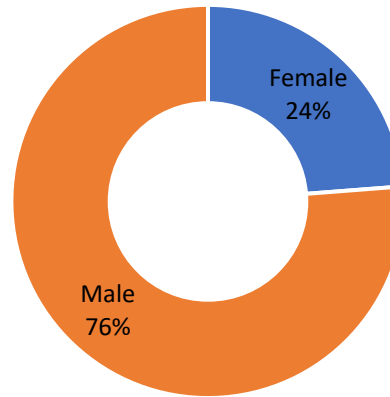


22/23 Budget & Workforce alignment

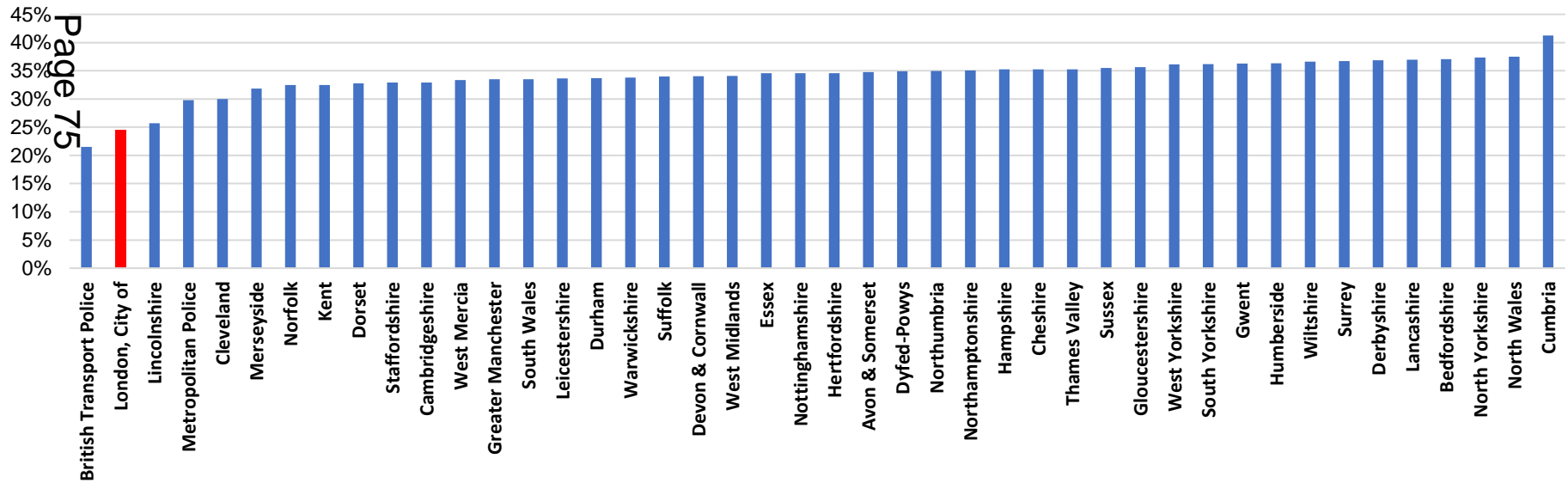
	TOTAL COLP	Local Policing	Specialist Operations	National Lead Force	Corporate Services	Central Income & Expenditure
<u>Budgeted FTE</u>						
Officers	993	384	287	189	92	41
Staff	516	62	161	91	163	38
Total	1509	446	448	280	255	79
<u>Budgeted £m</u>						
Pay Costs	124.1	29.6	28.5	19.4	18.0	28.6
Non Pay Costs	51.2	2.7	2.1	27.9	12.7	5.8
Total Expenditure	175.3	32.3	30.6	47.3	30.7	34.4
Income	-82.5	-7.7	-5.3	-42.8	-1.8	-24.9
Net Budget	92.8	24.6	25.3	4.5	28.9	9.5
Functions incl.	Sector Response Taskforce Contact		Intelligence Investigation Forensics CJS	Funded Units Af / NFIB ROCU NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pensions Def POCA Recharges Unalloc roles Temp roles

1. Officer affordability dependent on rank - and probationer vs transferee - mix
2. Modest natural vacancy assumption of 2.7% for officers (25)
3. Baselined staff level of 579 not affordable. Reductions made proportionately to get to 516 establishment
4. From 516, £1m staff savings required - plus natural vacancy assumption of 15

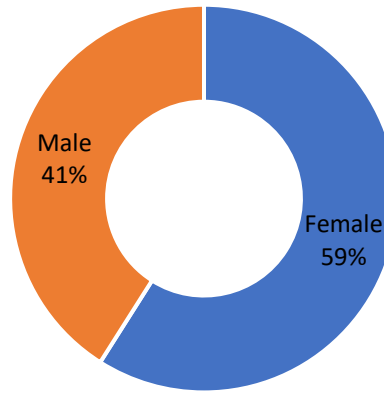
Officer Gender Profile (%)



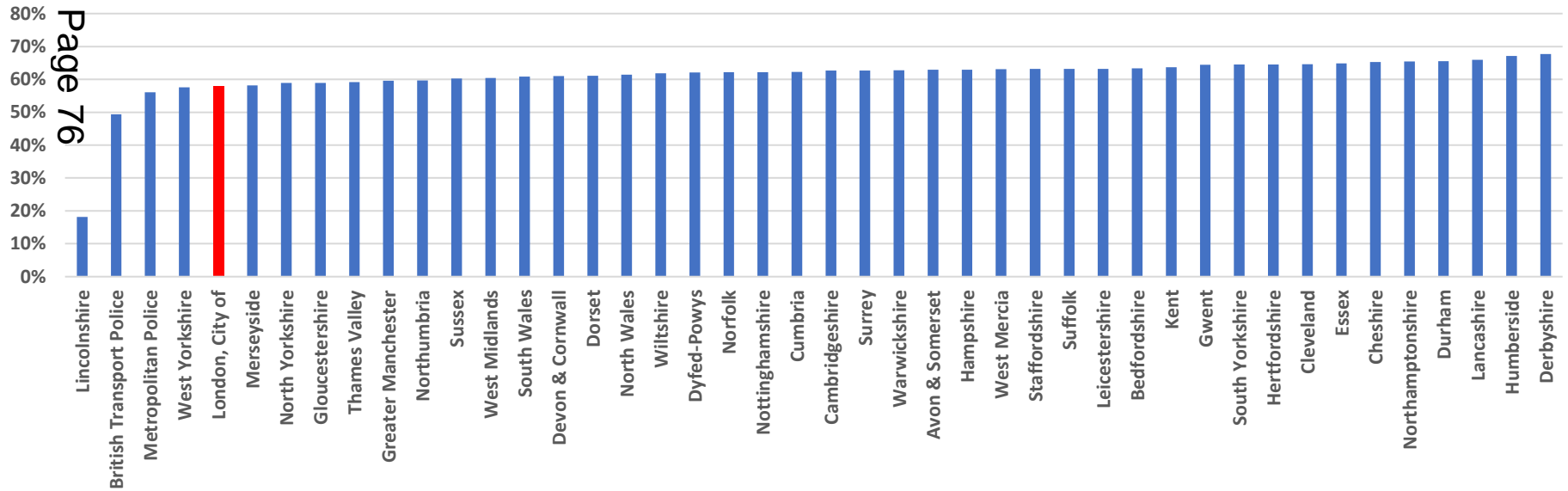
Female Officers (% of Headcount) - 31 March 2021



Staff Gender Profile (%)

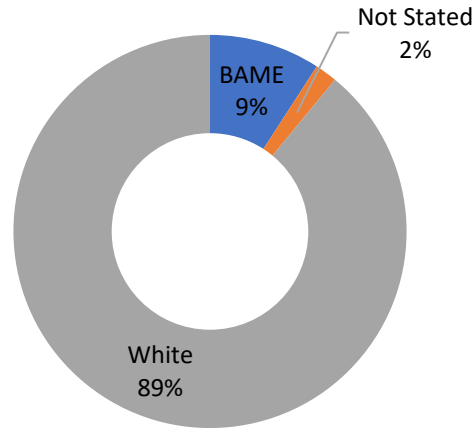


Female Staff (% of Headcount) - 31 March 2021

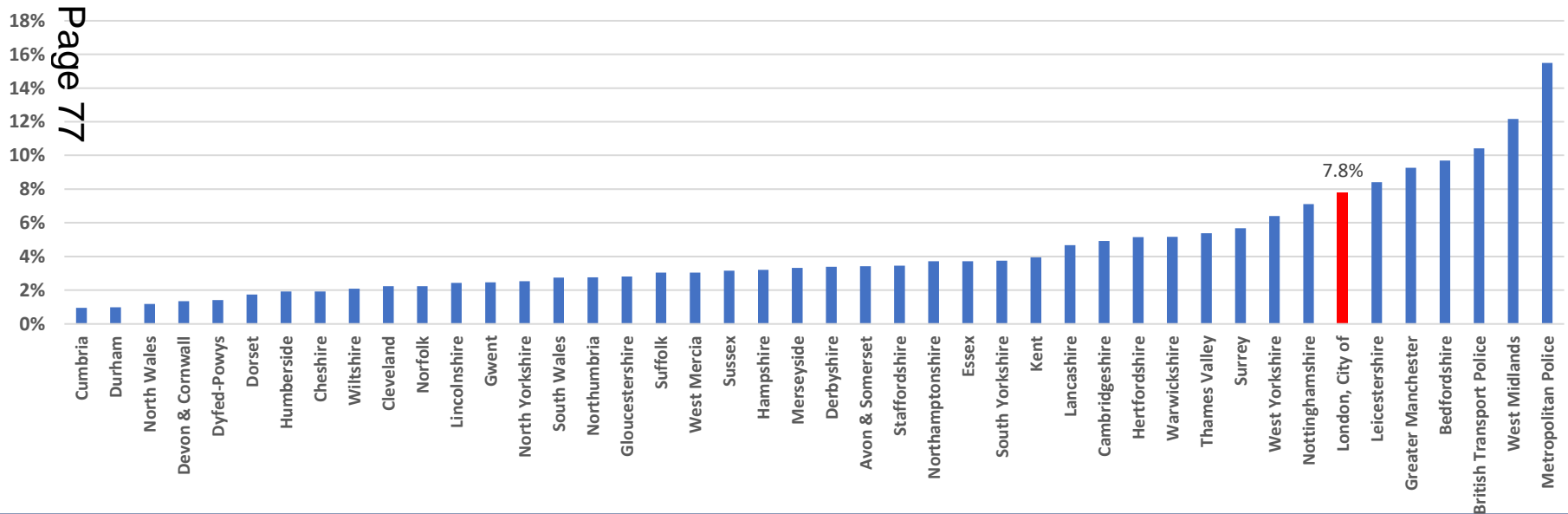


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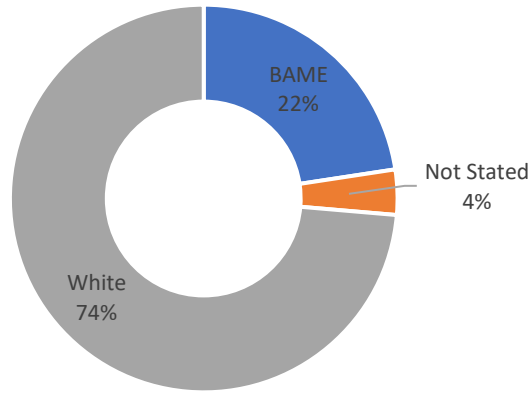
Officer Ethnicity Profile (%)



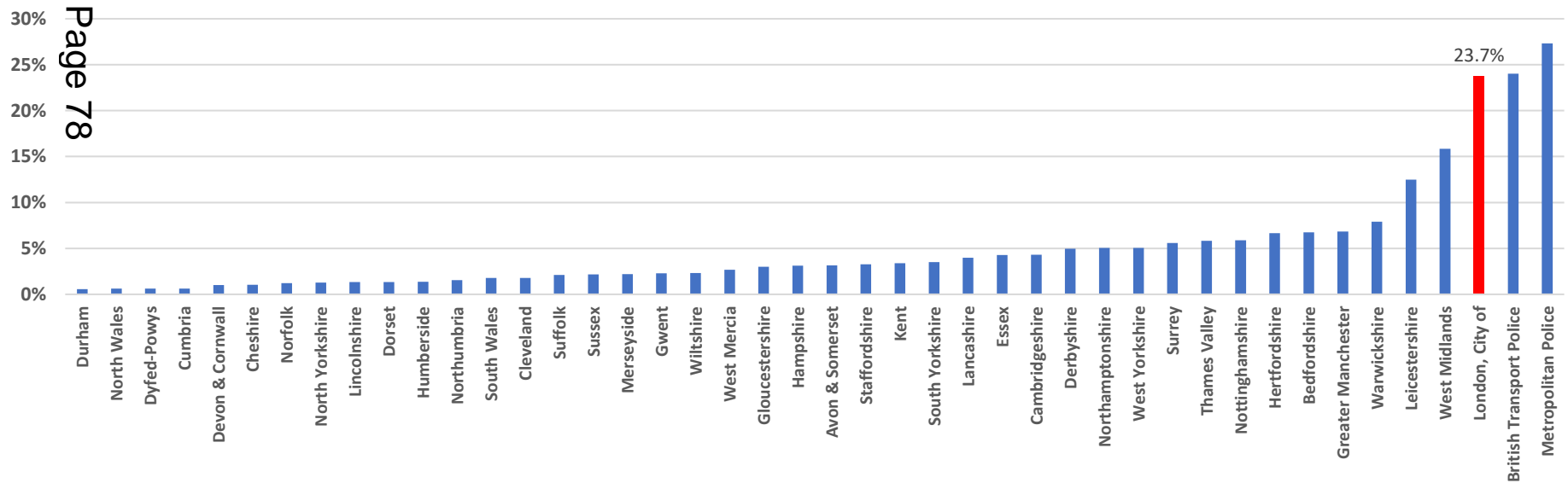
Ethnic Minority Officers (% of Headcount) - 31 March 2021



Staff Ethnicity Profile (%)



Ethnic Minority Staff (% of Headcount) - 31 March 2021



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AC Betts to show Example of People Board Monitoring Spreadsheet

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The Future

- Through a new project we will realign our Police Staff Operational Model Establishment with our Budgeted Establishment
- Our Finance Team are already reviewing our rank and grade ratios compared to our budget along with a detailed review of all our external funding streams to ensure alignment.
- Through the Corporate Services Project led by the appointment of a new Chief Operating Officer we will make our required Staff Savings of £1M
- Through the Corporate Services Project we will also design a permanent Workforce Planning Team.
- Through the Governance of the People Board we will ensure rigid criteria for any changes to posts or roles
- Through regular transparent reporting to RREC and then PAB we will give reassurance around our workforce planning.
- Through our dedicated Police Uplift Team we will look to achieve our required uplift for Year 3 and our deficit for Year 2 of 100 extra Police Officers. (see separate slide deck)

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Appendix 1

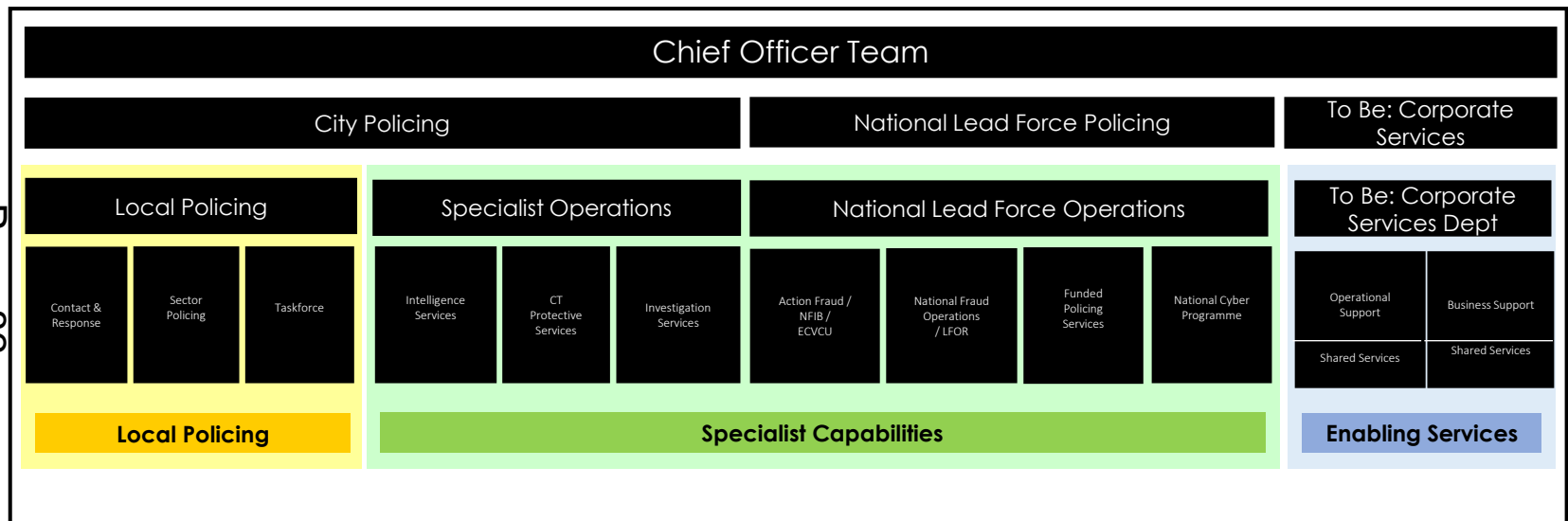
Operating model structures, services and establishments in four areas:

- Local Policing
- Specialist Operations
- National Lead Force
- Corporate Services (To be)

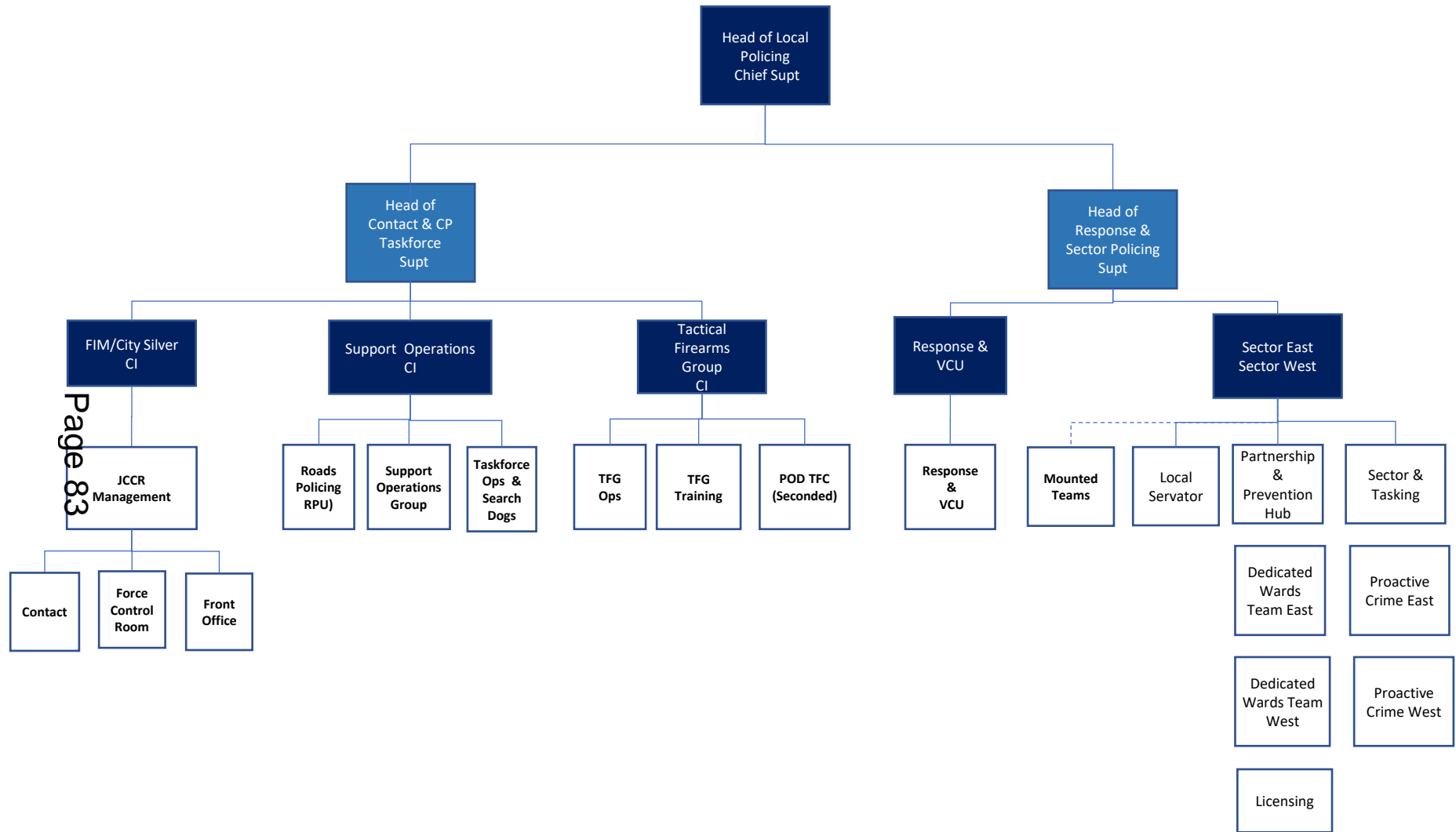
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Operating Model

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Local Policing Structure Chart



Local Policing Services

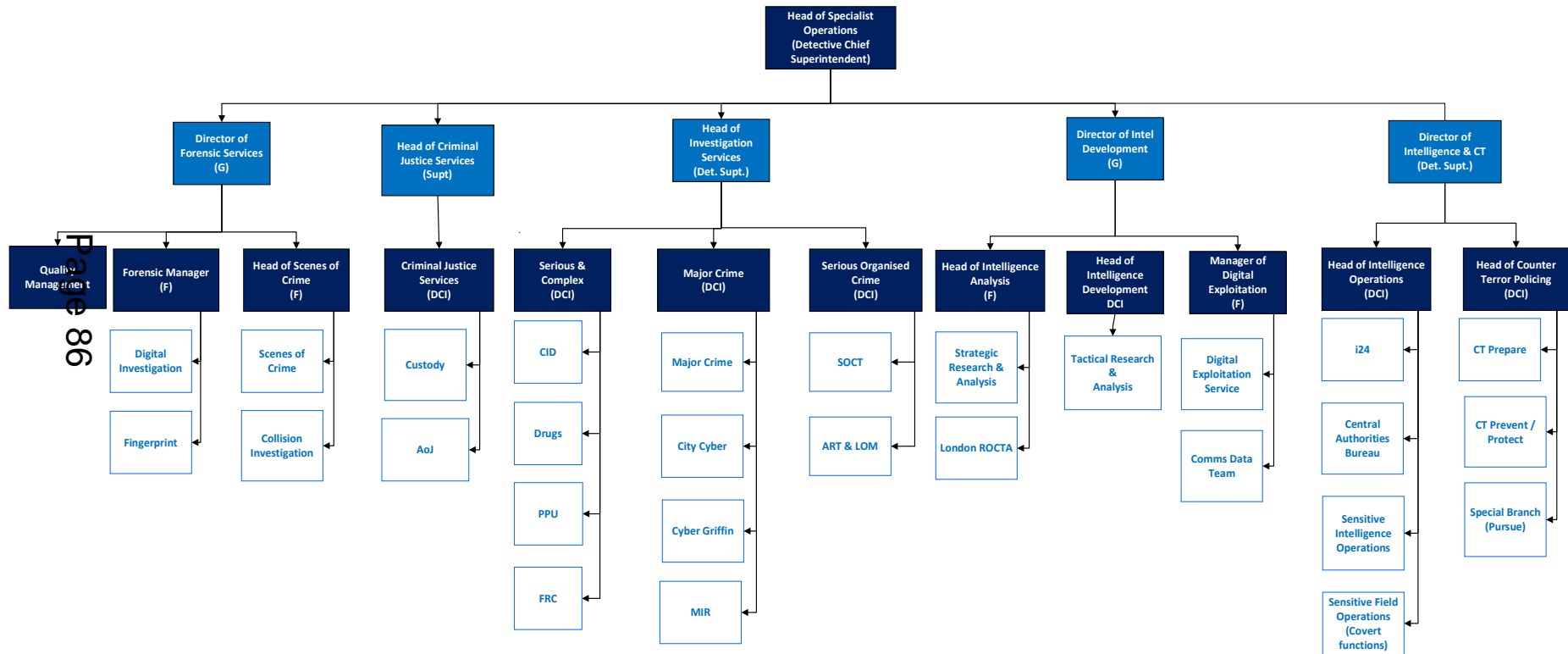
- Response
- Volume Crime
- Mounted Services
- Servator
- Sector Tasking
- Proactive Crime
- Licensing
- Partnership and Prevention
- Force Incident Management (City Silver)
- Contact Centre Services
- Control Room Services
- Front Office Services
- Roads Policing Service
- Support Operations
- Dogs Services
- Collaborated Services (Marine, Explosive Ordinance)
- Firearms Training Services
- Firearms Services (Legion & Trojan)

Local Policing Establishment Vs Current Strength (FTE)

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Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Sector Policing	102	66	11	10
Response & VCU	75	119	0	0
Taskforce	181	136	4	2
Contact & SMT	26	23	55	45
Total Local Policing	384	344	70	57

Specialist Operations Structure Chart



Specialist Operations

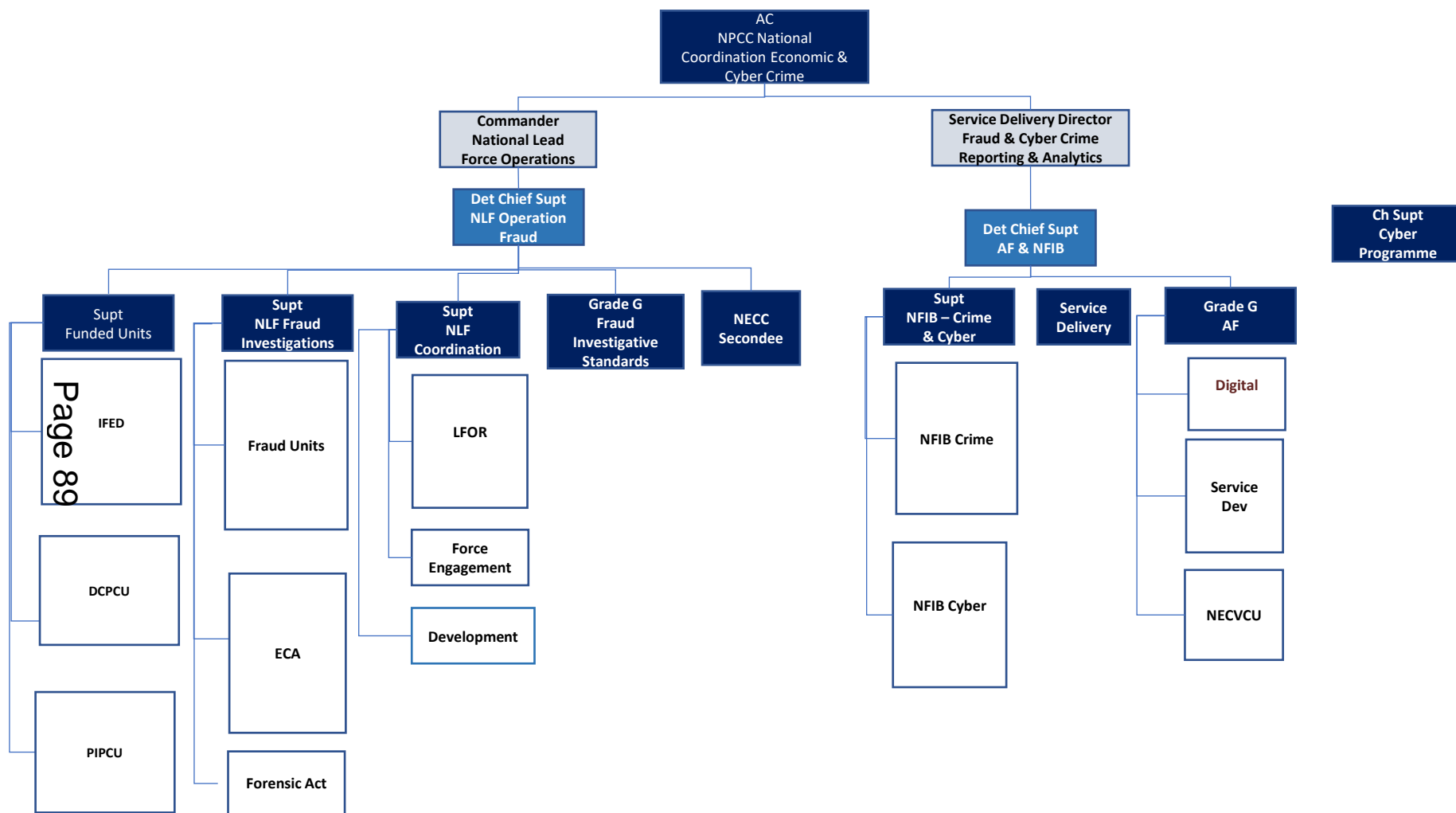
- Serious Organised Crime Team (SOCT)
- Asset Recovery Team
- Criminal Investigations Department (CID)
- Drug Squad
- Public Protection Unit (PPU)
- Force Resolution Centre (FRC)
- Major Crime
- Cyber Crime
- Major Incident Response (MIR)
- Administration of Justice (AOJ)
- Custody
- Forensic Services
- Strategic Research & Analysis
- Tactical Research & Analysis (R&A)
- London Regional Organised Crime Threat Assessment (ROCTA)
- Digital Exploitation Service
- I24 (24/7 Intelligence Hub)
- Central Authorities Bureau (CAB)
- Sensitive Field Operations (Covert)
- Sensitive Intelligence Operations
- Counter Terror Policing (Prepare)
- Counter Terror Policing (Prevent / Protect)
- Special Branch (Pursue)

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Specialist Operations Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Intelligence Services	100	85	78	68
Investigation Services	142	116	24	15
Forensic Services	7	8	31	22
Criminal Justice System	27	25	48	40
SO SMT (Ch Insp above)	11	12	0	0
Total Specialist Ops	287	246	181	145

National Lead Force (NLF) Structure



National Lead Force Services

- Fraud Investigations and victim care
- National Lead force coordination
- DCPCU- Dedicated card and payment crime
- PIPCU- Police Intellectual Property Crime
- IFED- Insurance Fraud Enforcement
- Economic Crime Academy
- NFIB Crime and Cyber reviewers & Protect
- ECVCU
- Action Fraud
- Service delivery
- National Cyber Programme

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National Lead Force Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Funded Units	61	59	10	11
NLF Fraud	47	35	16	16
NLF Coordination	12	12	3	1
NFIB (Incl. Next Gen Officers only)	16	16	47	55
Action Fraud	0	0	24	21
NPCC Cybercrime	5	6	2	2
NLF SMT (NLF Ops)	17	12	0	0
Total National Lead Force	158	140	102	106

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Transform & Corporate Services Update

- After a review by the new Chief Officer Team it has been decided that having delivered the three operational business areas of LP, SO and NLF, Transform as a Programme will formally close, ensuring clear alignment of workforce, budget and priorities as part of that close down process. Ongoing evaluation and continuous improvement will then take place.
- A new Chief Operating Officer will be appointed to lead on delivering a single Corporate Services function for the Force.
- This will build on the analysis and design work from Transform but ensure any function provides a holistic service for HQ and Business Services. This design will be to a financial envelope to also ensure necessary financial savings.
- Those functions that are in scope of the design are listed on the next slide.

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Corporate Services

- Professional Standards
- Communications
- Change
- Internal Strategy
- Audit & Risk
- Force Crime reviewers
- NFIB Crime reviewers
- Performance
- Occupational Health
- International Training Team
- Fleet
- Duties Planning / Operational Planning / Emergency Planning
- National SERVATOR
- External strategy
- HR (Including Training)
- Finance
- IT & Police systems administration
- Information Management Security
- Facilities
- Uniform & Stores

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Corporate Services Establishment Vs Current Strength (FTE)

Function	Officer Establishment	Officer Strength	Staff Establishment	Staff Strength
Chief Officer Team	6	6	2	1
HQ Services	12	16	61	48 (incl 2 secondments)
Professionalism & Trust	18	11	8	11
NPCC business crime	1	1	0	0
Estates & Support Services	0	0	15	18
Human Resources	29	49	29	29
Info Mgt Services (Business Planning)	22	21	23	18
IT & Systems	4	4	30	26
Finance & Shared Services	0	0	15	10
Total Corporate Services	92	108	183	161

Appendix 2 -Recruitment Rules – Strategic Workforce Planning

1. Police Officer posts that are funded through either core funding or external/national funding can and should be recruited to. The benefits of advertising these externally for transferees are clear in terms of Police Uplift.
2. Police Officer posts that are supernumerary (i.e. they have no funding and are not in the established model) **should be exceptional** and if approved by the relevant Commander must come to SWP for decision.
3. Police Staff posts that are funded externally / national funding can be recruited to, but must be advertised internally first (this can be sequenced with an external campaign to reduce bureaucracy)
4. Police Staff posts that are core funded should be held vacant where possible to help balance current budget demands and keep opportunities open as we still go through the Corporate Services Project. If there are critical business issues that means they need to be recruited to then these should be brought to SWP for decision if approved by the relevant Commander., and if agreed will be advertised internally first (this can be sequenced with an external campaign to reduce bureaucracy)
5. Police Staff posts that are supernumerary (i.e. they have no funding and are not in the established model) **should be exceptional** and if approved by the relevant Commander must come to SWP for decision.
6. Any suggested conversion of posts from Staff to Officer or Officer to Staff must come to SWP for decision.

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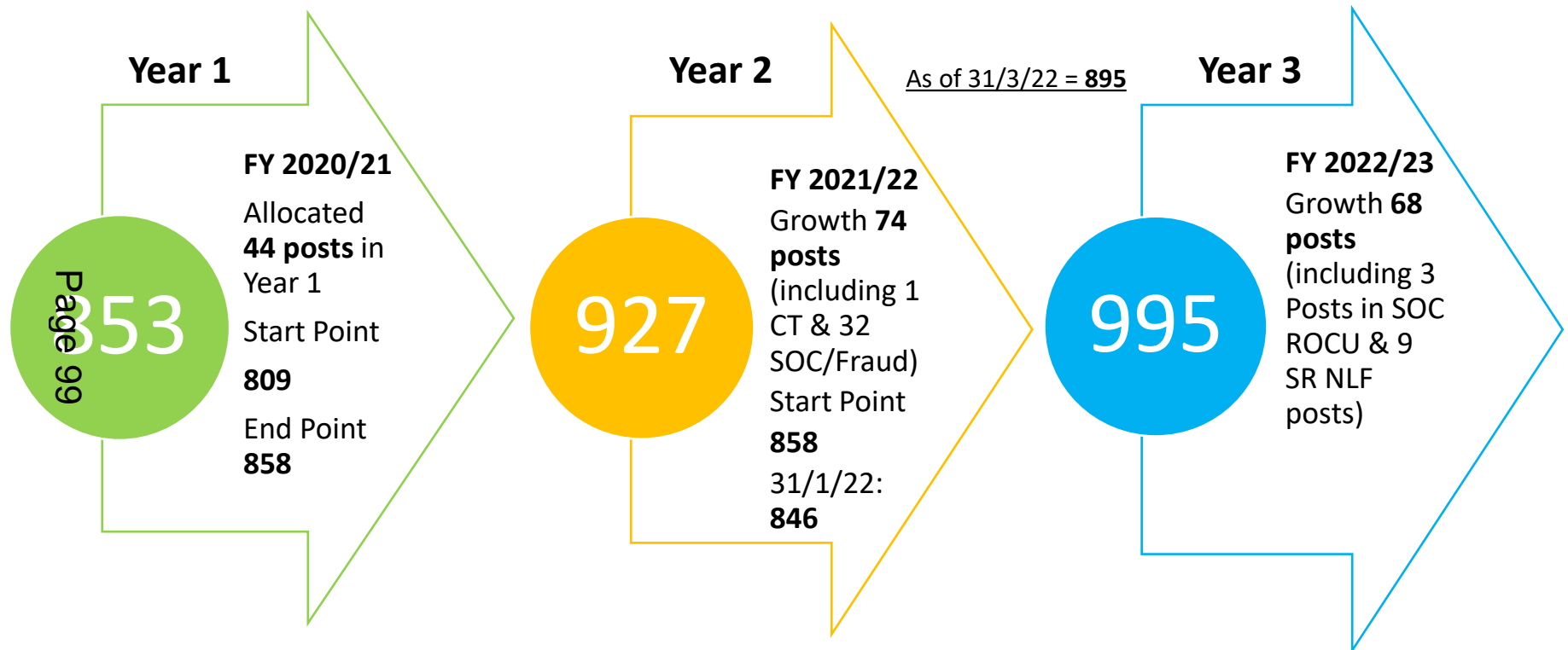
Year 3 Police Uplift Plan

Contents

1. Uplift Overview
2. Year 2 Context
3. Year 3 Plan
 - Year 3 plan overview
 - Entry pathways
 - Strategy, Engagement, Diversity & Attrition
 - Governance and Resourcing
 - Finance
 - Risks
 - Enablers
4. Beyond Year 3
5. Appendix 1 – recruitment campaign examples

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Uplift Overview



Year 2 Context

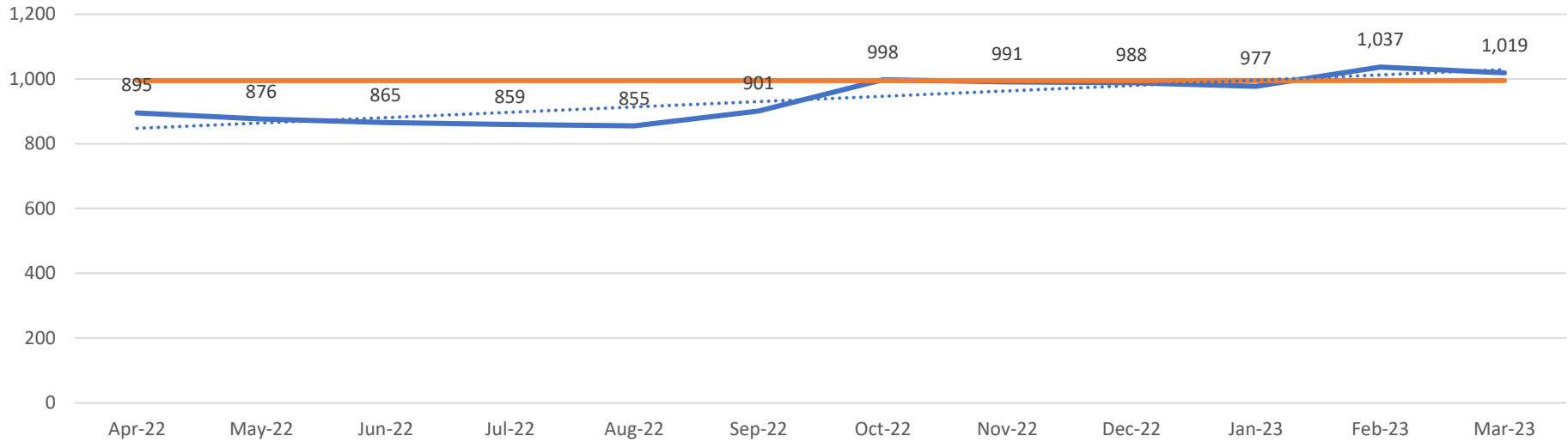
- In January 2022 it was recognised that CoLP below target for Year 2 Uplift. On 31st January the headcount was 846 (c. -10% of our required uplift) against a required final headcount of 927.
- The Commissioner instructed Assistant Commissioner Paul Betts to lead the response to this as Gold.
- Weekly Gold Groups and daily engagement with the PUP team ensured that CoLP exploited every opportunity to get as many officers as possible before 31st March.
- It was clear from some of the challenges all forces are struggling to release transferees and the extensive lead in time for new recruits makes dynamic recruitment relatively impossible.
- By the 31st March 2022 the Force had achieved 57% of it's required uplift, 42 out of 74, finishing with a headcount of 895. Whilst not where it wanted to be this was a strong achievement, positively increasing the headcount by 49 officers in 2 months.
- It is therefore critical that the CoLP have an ambitious Year 3 uplift plan to meet the Year 2 deficit and the Year 3 uplift whilst improving our diversity where we can.

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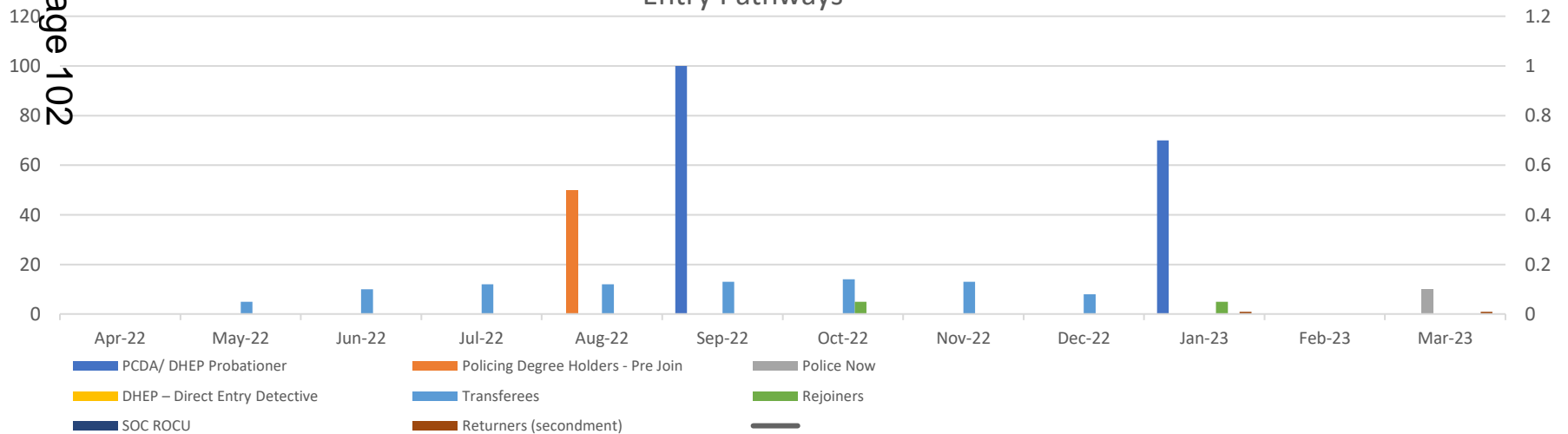
Year 3 Plan

- With the support of the PUP and contact with other Forces we have considered several entry routes to increase our officer numbers taking into account our increased attrition and financial savings challenges for next year (£6.1M). These savings, of course, cannot come from Police Officer reductions.
- We anticipate that we will need to recruit in excess of 300 officers to account for predicted attrition and uplift, this rate is set higher than the current levels of attrition to account for potential drop out of 10% of students. We are mindful from the recent PUP seminar at the Home Office that one of the learning points is that forces are underestimating their attrition. We will of course be attempting to reduce this as well.
- The number of joiners is estimated based on the possible entry pathways increasing exponentially with large probationer intakes. This will take a huge amount of investment in recruitment and training.
- We have created a dedicated internal police uplift team and attached officers to specialist roles such as Learning and Organisational Development. In addition the Force is recruiting temporary uplifts in Vetting, Occupational Health, Communications and HR.
- The National Police Uplift Programme Team and colleagues from the Home Office were invited to join us for a day and fully tested our planning assumptions and enablers.
- There remains logistical and financial challenges with equipment and accommodation but these are monitored by the SRO – Chief Superintendent Rob Atkin.

Officer Numbers



Entry Pathways



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Month	Year 3 Uplift	PCDA/ DHEP Probation er	Policing Degree Holders - Pre Join	Police Now	DHEP – Direct Entry Detecti ve	Transfe rees	Rejoine rs	SOC ROCU	Returners (secondment)	Leavers Estimat e
Apr-22	895					0				(19)
May-22	876					5				(16)
Jun-22	865					10				(16)
Jul-22	859					12				(16)
Aug-22	855		50			12				(16)
Sep-22	901	100				13				(16)
Oct-22	998					14	5			(26)
Nov-22	991					13				(16)
Dec-22	988					8				(19)
Jan-23	977	70				0	5		1	(16)
Feb-23	1,037					0				(18)
Mar-23	1,019			10		0			1	(16)
Headcount at 31/03/22	1,014									
Year 3 target headcount	995	* Inc additional 9 from SOC Uplift**								
Uplift required from 1/4/22 to meet Year 3 target	100									
Recruitment required to 31/3/23	329									
Attrition to 31/03/23	(210)									
Over/(Under)	19									

Entry Pathways

- To meet our uplift numbers it is recognised that the force will need to recruit an increased number of probationers throughout year 3 of the uplift.
- We will utilise a number of different entry routes which will not only maximise our pool of candidates but also provide an opportunity for the force to increase its diversity profile, which cannot be generally achieved via transferee recruitment.

Page 104 The plan recognises that other forces will be recruiting transferees especially the MPS. This may increase our attrition and demand for transferees overall is going to be high.

- We have considered a variety of different entry routes at new officer level and our ability to attract transferees.



Strategy, Engagement, Diversity & Attrition

- **Attraction & Communications** - The force is using several innovative advertising campaigns to attract students, the current project plan shows an ambition of 3200 expressions of interest. Our attraction and communication strategies are bespoke depending on the entry route of the recruitment.
- **Candidate Engagement** - Only 40-50% of candidates make it to final offer. We are hosting monthly webinars to assist applicants with the application process, 30 applicants have attended per webinar with 80% applying. Once candidates have applied the 'Buddy scheme' further supports candidates working with OH, Vetting and HR to address any arising issues. We are holding additional force events for transferees, Specials, Cadets and Police Staff for them to learn more about the entry routes available.
- **Diversity** - Diversity video promoted across our adverts and webinars, personalised letters from Commissioner to add value to the application of underrepresented groups. Our Webinar, student officer and transferee campaigns all feature inputs from female & BAME officers to promote existing diversity within CoLP. We ensure a 1:1 or 1:2 buddy for candidates from underrepresented groups to provide added support. Any candidates from sifted at any part of the application process are subject of a formal case review.
- **Reducing Attrition** - We are proactively identifying officers that could retire, seeking to offer them alternatives to consider, we also have a retention scheme which has experienced success in the past. We are developing a reporting tool to track leavers / joiners against the year 3 uplift plan. Dashboards will track candidates across recruitment lines and attrition. We can review our pool and where females and BAME candidates drop out.

Governance and Resourcing

- In order to achieve the Year 3 Uplift plan significant resource investment will be required. A temporary CoLP Police Uplift Programme Team will be created.
- This will be led by the Chief Superintendent for HQ Services as the SRO working in conjunction with the Director of HR.
- The details of the team are being finalised but are likely to include a small core team of dedicated people including HR, Communications and Learning and Development working under a Programme Manager.
- This will be supported by enhancing existing Corporate Teams on a temporary basis.
- Weekly operational meetings chaired by the SRO will be in place where the pipeline is examined in detail to maximise candidate entry and reduce attrition at each stage of the process via interventions from our uplift team. We would very much welcome continued National PUP representation at these meetings which has been a great benefit.
- The SRO will report into the Monthly Strategic Workforce Planning meeting chaired by Assistant Commissioner Paul Betts who will report directly to the Commissioner.

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Finance

- Based on the Year 3 Plan of projected joiners via the PEQF route, Transferees and re-joiners, the plan is affordable after accounting for the attrition we expect, around 183 officers across the full year 2022-23. This is subject to achieving;
 - a) the progress required across the year to enable full draw down of the £1m PUP ringfence for 22/23 and
 - b) the planned recruitment mix shifting much more towards probationers and direct entry detectives.
- There is likely to be financial risk attached to the level of on-cost which will require active management, particularly the size of the training commitment and impact of the uplift on accommodation and IT requirements.

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Risks

The Year 3 Programme will run a CoLP risk log overseen by the SRO.

This will include risks to the delivery such as :

- Competing forces – e.g. huge campaign from the MPS
- Increased unpredicted attrition
- Insufficient diversity of recruits
- Insufficient resources to deliver in house training
- Ineffective delivery from HEI
- Financial risk created by the delivery
- Operational risk created by the drawing of current officers into training and tutoring roles

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Enablers

A Police Uplift Team has been established to support achieving uplift ambitions.

- HR – to support the administration of applications for the uplift
- L&D – to support the whole training requirement

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Vetting – to conduct increased required checks

OH – medical screening and practitioner medicals

- Communications – Drive the uplift campaign
- Positive Action Ambassadors – Outreach work for recruitment and support of applications

Police Uplift Programme Team

PUP Uplift Team

Senior Responsible Officer

Chief Supt Rob Atkin

HR Director

Julia Perera

Programme Manager

Chief Inspector Chris Hay

Dedicated CoLP PUP Team (incl Positive Action Ambassadors)

1 x PS

2 x PC

1 x E Grade Recruitment Specialist

HR Uplift Team

1 x F Grade HR PUP Lead
(used from existing funded G Grade in FTE)

1 x D Grade (existing core post from Specials Recruitment)

3 x C Grade HR Uplift Officer

1 x C Grade Workforce Planning Assistant

L&OD

1 x E Grade Training Programme Director

Comms

1 x E Grade Comms Officer

Governance

- Programme Manager holds bi-weekly grip meetings that feed into a weekly meeting with the SRO. Weekly slide deck updated around KPI's and programme updates
- SRO feeds into SWP monthly

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Beyond Year 3

- We are also considering post Year 3 how we retain our numbers, improve our diversity and keep a strong pipeline of recruits. Work we will undertake includes:
- Engagement with Universities who offer the PPP degree to build on intakes for next 3 years, specifically building on detective, Fraud and Cyber pathways.
- Community engagement with schools and colleges via the Positive Action Ambassadors to build up candidate pipeline for 18yr olds for PCDA.
- Specials / Cadets / Police Staff to PC pathway, programme for those interested in becoming Student Officers e.g. start on Day 1.
- Building of CoLP brand through media channels and links to recruitment pathways. Communications plan to follow.

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Appendix 1 - Campaign Examples (new recruits)



Campaign Examples (Transferees)

Date	Officer	Post Text	Quote	Visual
06/05/2022	Gonzalo Balta	<p>DC Balta transferred to CoLP after 12+ years with another force.</p> <p>He currently works supporting police forces across the UK by coordinating operational activity against fraud that impacts the most vulnerable.</p> <p>Thinking of transferring? Find out more https://bit.ly/CoLPrecruitment</p>	"You are yourself at City of London Police - not just a number. Your work gets recognised and you can see the value it adds."	
13/05/2022	Caroline Hay	<p>(Part 1) Insp Hay joined CoLP after working with another force for 16 years.</p> <p>She heads up the Licensing Team, which includes working with the City's pubs, bars and restaurants to ensure a fun but safe night for all. https://bit.ly/CoLPrecruitment</p> <p>Thinking of transferring? Click below https://bit.ly/CoLPrecruitment</p> <p>(Part 2) With a key role in the night-time economy, Insp Hay recently worked with partners across the City to launch #OpReframe, ensuring nights out in the City are safe for all. http://cityoflondon.police.uk/safeinthecity</p>	<p>"One of the great things about the force is that you are encouraged to lead on new initiatives. Strategy needs to be brought to life, not just remain words on paper."</p> <p>"Working for CoLP, you can see the positive impact your work has had on the local area - as a police officer, there really is nothing more rewarding than that."</p>	
20/05/2022	Surinder Ram	<p>After 14 years with another force, DC Ram made the decision to transfer to CoLP.</p> <p>He currently works in @CityPoliceIFED, working on a wide range of cases, including #CrashForCash, and fake death claims. https://bit.ly/CoLPrecruit</p> <p>Thinking of transferring? Click below https://bit.ly/CoLPrecruit</p>	<p>"Whichever policing role I've been in, I've always put the victim at the heart of what I do. Working for IFED, I feel that I help the victims who are often forgotten."</p> <p>"We must remember that every fraud type has an impact on the victim. I'm proud to be part of a force that shares these values."</p>	
27/05/2022	Neal Donohoe	<p>Ch Insp Donohoe transferred to CoLP after 20 years working across London.</p> <p>He currently works in the non-armed task force, managing...</p> <ul style="list-style-type: none"> Public order Roads policing And our hard-working canine employees! <p>Thinking of transferring? Find out more https://bit.ly/CoLPrecruitment</p>	"Although I have moved from the country's largest force to the smallest, the opportunities I have been presented since joining CoLP have in fact offered me a more diverse work portfolio. The force faces the same challenges as any other police force, just on a reduced geographic scale."	

Committee(s): Police: Resource Risk and Estates Committee	Dated: 27 May 2022
Police Authority Board	30 June 2022
Subject: City of London Police Risk Register 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 42-22	For Information
Report author: Paul Adams, Strategic Development	

Summary

This report highlights the work that has been undertaken to refresh the Force risk profile to align it to the revised Policing Plan 22-25 and to ensure links can be made from Force risks to the Police Authority risk register.

The Force risk position has been extensively reviewed since December 2021 with input from the new Chief Officer Team so that the risk profile sets out the risks under the operational and organisational priorities within the Policing Plan 2022-25.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In accordance with the City of London Corporation's responsibilities as a Police Authority, it is appropriate that this Committee is made aware of critical risks, which may impact on service delivery or performance, together with any plans to eliminate or mitigate critical risks, and the changing risk profile of the Force.
2. The Force risk register continues to be monitored at Chief Officer level. With the refresh of the Policing Plan and the appointment of a new Commissioner a wholesale review of Force Governance was undertaken to align the management of risk to the delivery of the new Policing Plan which was published on the 1 April 2022.
3. At the Police Authority Board in February 2022, the Police Authority presented their risk register. It was noted that this should be aligned with the Force's albeit there

needed to be separation as mitigations by the Authority may necessarily need to be different to those of the Force. It was also requested at the Resource Risk and Estates Committee in February 2022 for the Risk Register updates to be in the public section of the meeting in future. It was noted that this would require some elements previously presented to be redacted.

Current Position

4. The Assistant Commissioner for Operations & Security chairs a monthly Audit & Assurance meeting which oversees the Force risk profile and since February 2022 has been working to align the Force risks with the new Policing Plan structure with the input of senior managers. The meetings held on the 8 March and 5 April reviewed and finalised the Force risk profile.
5. The risk profile was then signed off by the Chief Officer Team at their meeting held on 20 April. This report highlights the new risk position being monitored within Force.

Changes to Risk Scoring

6. Members will be aware that the Force previously operated its own risk scoring system based on a 4x4x4 matrix (Impact, likelihood & Control Scoring). In order to align the Force risk register with the Police Authority Board risk profile the Force has adopted the matrix utilised by the City of London Corporation as Police Authority, this will score risks using Impact and Likelihood only.
7. Due to the nature of policing, there will be some risks where mitigations by the Force will not influence impact and likelihood assessments. Previously, the Force had been able to show how these were being managed by taking into account the maturity of controls. Now the assessment of risk has aligned with the City of London Corporation format, there may be a number of risks shown as amber or red that would have previously been shown as green due to Force control assessments being considered.

New Risk Register Structure

8. The Force risk register is now split into two sections along Organisational and Operational areas in support of the 6 priorities within the new Policing Plan.
 - Organisational Risk Areas
 - Our People
 - Our Resources
 - Efficiency & Effectiveness
 - Operational Risk Areas
 - Keep People who live, work and visit the City Safe and feeling safe
 - Protect the UK from the threat of Economic & Cyber Crime
 - Putting the victim at the heart of everything we do
9. The current risks within each area are detailed within the following tables for Members' reference.

Organisational Risks	Associated Organisational Priority	Proposed COT Owner	Impact	Likelihood	Score	Traffic Light
Failure to ensure we recruit & retain sufficient staff to meet uplift numbers both locally & fraud uplift with the right skills and to meet our diversity ambitions	Our People	AC OPS (COO)	Major	Possible	12	AMBER
Impact of maintaining Force vacancy factor on police staff workload and morale	Our People	AC OPS (COO)	Serious	Possible	6	AMBER
Force lacks experienced officers due to uplift number and retirement of experienced officers due to changes in pay and conditions	Our People	AC Ops	Serious	Possible	6	AMBER

Organisational Risks	Associated Organisational Priority	Proposed COT Owner	Impact	Likelihood	Score	Traffic Light
Failure to deliver the FCCRAS Programme.	Our Resources	Service Delivery Director	Extreme	Unlikely	16	RED
Police Funding: Failure to maintain a balanced budget	Our Resources	CFO	Major	Possible	12	AMBER
Estate does not meet operational requirements	Our Resources	Commissioner	Extreme	Unlikely	16	RED
Failure to deliver Force Fleet Strategy to replace and maintain vehicle fleet in support of operational activities	Our Resources	Commander Ops (COO)	Serious	Unlikely	4	GREEN
Vulnerability of Force IT network security being compromised. Including data exfiltration, denial of service, ransomware and other malicious activity across the force network and systems that would have a direct impact on operational effectiveness and capability.	Our Resources	AC NLF	Extreme	Possible	16	RED

Organisational Risks	Associated Organisational Priority	Proposed COT Owner	Impact	Likelihood	Score	Traffic Light
Failure to deliver on Change Portfolio Plan	Efficiency & Effectiveness	AC NLF	Extreme	Possible	24	RED
Failure to implement to HMICFRS Inspection and CoL Internal Audit Recommendations	Efficiency & Effectiveness	AC Ops	Major	Possible	12	AMBER
Failure to retain Security of Force network and systems	Efficiency & Effectiveness	AC NLF	Major	Possible	12	AMBER
Failure to deliver Target Operating Model (TOM)	Efficiency & Effectiveness	Commissioner	Serious	Possible	6	AMBER
Loss of public confidence in professionalism and trust with Force	Efficiency & Effectiveness	AC Ops	Major	Possible	12	AMBER

Operational Risks	Associated Policing Plan Priority	Proposed Owner	Impact	Likelihood	Score	Traffic Light
Realisation of a Terrorist Event with inadequate Force response	Keep people who live, work and visit the City Safe	Commander Ops	Extreme	Unlikely	16	RED
Failure to respond to OCG activity	Keep people who live, work and visit the City Safe	Commander Ops & NLF	Serious	Unlikely	4	GREEN
Failure to contain a public order event	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN
Inadequate response to a Civil Emergency	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN
Failure to respond to CSE within City	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN
Rise in Violent Crime	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Possible	6	AMBER
Rise in Acquisitive Crime	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Possible	6	AMBER
Lack of resilience in Force Control room hampers ability to respond	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN
Lack of capacity and skills officers hampers ability to investigate homicides	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Possible	6	AMBER

Operational Risks	Associated Policing Plan Priority	Proposed Owner	Impact	Likelihood	Score	Traffic Light
Force Cyber Crime Unit ability to respond to a Cyber Threat impacting City businesses or residents	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Possible	6	AMBER
Failure of performance as National Lead Force	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Extreme	Unlikely	16	RED
Failure to utilise Action Fraud reports and Intelligence	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Major	Unlikely	8	AMBER
Failure to maintain existing services within Action Fraud System	Protect the UK from the threat of Economic & Cyber Crime	Service Delivery Director	Major	Unlikely	8	AMBER
Failure of High profile/risk Investigation	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Unlikely	4	GREEN
Failure to tackle OCGs operating within the City/Nationally committing economic and/or cyber crime	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Unlikely	4	GREEN

Operational Risks	Associated Policing Plan Priority	Proposed Owner	Impact	Likelihood	Score	Traffic Light
Drop in victim satisfaction with services delivered by the Force	Putting the victim at the heart of everything we do	Commander Ops & NLF	Serious	Possible	6	AMBER
Force positive outcome rate for all crime decreases	Putting the victim at the heart of everything we do	Commander Ops	Serious	Possible	6	AMBER
Force is not able to provide the services required to look after vulnerable victims	Putting the victim at the heart of everything we do	Commander Ops & NLF	Major	Unlikely	8	AMBER
Force unable to respond to victims within City within adequate timescale due to failure in process	Putting the victim at the heart of everything we do	Commander Ops	Serious	Possible	6	AMBER
ECVCU unable to deliver requisite services	Putting the victim at the heart of everything we do	Commander NLF	Serious	Possible	6	AMBER
Drop in victim satisfaction with services delivered by the Force	Putting the victim at the heart of everything we do	Commander Ops & NLF	Serious	Possible	6	AMBER

10. The Police Authority will continue to retain its own risk register which the Force risks will link to, once placed on the City of London Corporation risk management system. Currently there are three active risks monitored by the Police Authority, these are as follows:

- TC PA 01: Police finances are not sustainable over the medium term
- TC PA 04: Inability to achieve efficient and effective governance of CoLP
- TC PA 05: 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 to agreed timelines

11. The Force risks on Police Funding and the Failure to deliver Target Operating Model (TOM) will be linked to the PAB risk profile so that Force actions and mitigations can be reviewed in line with PAB risk concerns.

12. The Force risks will now be placed onto the City of London Corporation risk system and be managed with oversight from the Audit & Assurance Board. A cascade of risk registers will be maintained within the Force meeting structure in support of the Force risk register so that risks will be monitored and managed at appropriate levels within the organisation. Having both risk registers on the Corporation risk software system will enable linked risk profiles, actions and mitigations across the Force and Authority to be considered on an ongoing basis.

Actions to Be Taken

13. Now that the risk profile has been refreshed and agreed by the Chief Officer Team the following actions will be undertaken to ensure the risks are monitored and managed.

- Populate the City of London Corporation risk management system with the Force risk areas.

- Associate actions for mitigating each risk with appropriate owners.
- Monitor the progress of risk management each month within the Audit & Assurance Meeting.
- Report back to Police Authority at the next risk update to show progress in managing and mitigating the refreshed Force risk profile.

Conclusion

14. The risk profile of the Force is continually reviewed and updated within Force to ensure it remains relevant. The Police Authority are kept informed of the Force Risk Profile as part of a bi-annual update to ensure they are briefed of new and emerging risks and any significant change in existing risk scores as part of the Force's assessment of its own risk profile.

Appendices

- Appendix 1 – Risk Scoring Criteria

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Appendix 1: Risk scoring Criteria

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people. Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

Likelihood	Impact				
	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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Committee(s): Professional Standards and Integrity Committee Police Authority Board	Dated: 25 May 2022 30 June 2022
Subject: Quarterly Equality and Inclusion Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 and 3
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 33-22	For Information
Report author: DCS Rebecca Riggs, CI Carly Humphreys, Professionalism and Trust; Kam Dhaliwal, Equality & Inclusion Manager	

Summary

Members will recall the Equality and Inclusion (E&I) Strategy and Plan, originally submitted to the November 2021 Committee for information.

This report provides a further update on the latest position regarding activity supporting the delivery of the plan to that provided to your last Professional Standards and Integrity Committee (PSIC) in February 2022.

As presented in February 2022, a consolidated delivery plan which is split into themes, each with a senior lead, has been developed, detail of progress against the consolidated plan is appended to this report at Appendix A.

The cover report includes highlights of activity in the last reporting period on the various workstreams and includes the success measures or Key Performance Indicators (KPIs) for Equality and Inclusion, for Members' information. The Force is currently considering how these will be presented for internal governance ahead of them being presented to Members for scrutiny.

In discussion with the Police Authority Director / Team and in line with the revised Terms of Reference, this Committee will now oversee the Diversity Workforce Data and this is included at Appendix B.

In terms of an annual review of E&I activity, this is being provided as part of the formal City of London Police Annual Report 21-22 submitted to the Police Authority Board.

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

1. At a previous Committee in November 2021, it was requested that a consolidated workstream action plan be presented to Members at the next Committee. The action plan is being managed and tracked via the workstream update pack (Appendix A) which shows the priority focus areas with target dates, progress on actions since the previous update, and key next steps being updated.
2. As requested by the Chair of the Police Authority Board previously, the actions in the Appendix represent a *consolidated plan* for all current actions outstanding for the National Police Chiefs Council (NPCC) Equality & Inclusion (E&I) plan, the Police Authority Board (PAB) recommendations, the Tackling Racism Taskforce (TRTF) recommendations, the Black and Minority action plan, and the Lesbian, Gay, Bi-sexual and Transgender + (LGBT+) action plan. The plan is arranged in cross cutting workstreams, and the plan slides are regularly updated for internal and external review and scrutiny.

Current Position

3. Since the last Committee in February 2022, Commissioner McLaren has appointed a Chief Superintendent to lead a new Professionalism and Trust Portfolio. The Commissioner will remain the strategic lead for the E&I programme and the new Chief Superintendent responsible for Professionalism and Trust, will lead the delivery at a tactical level. Due to the change in leadership and portfolios, the Force will be reviewing a number of its diversity boards and processes.
4. The Commissioner has reviewed the draft report following the internal Black and Minority staff survey and has tasked the new Professionalism Portfolio lead, to develop a new Race Action Plan by establishing a working group that represents the diversity of the force and specialist advisors. The Professionalism and Trust Team has reviewed a number of government race reports and staff surveys to help inform the new action plan.
5. Additionally, at the February Police Authority Board the Commissioner referenced the Police Federation Survey of which the results had recently been circulated to Forces. The Chief Officer Team is due to meet with the Chair of the Police Federation to discuss the outcomes from the survey with a view to taking any action required. It is also anticipated that the National Police Chiefs Council (NPCC) will be developing a new Race Action Plan and once received this will be consolidated into existing work in Professionalism and Trust.
6. Highlights of work since the February update include:

Recruitment and onboarding

- a. On 14 January, the Force commenced its recruitment and outreach campaign, for the year 3 uplift to increase our headcount by 100 officers, via 4 different entry routes, with intakes for courses starting in August. A dedicated uplift team has been established to achieve this including recruitment across Human Resources, Comms Learning and Development, Vetting and Occupational Health to support the increase in numbers. They are using targeted advertising at universities as well as social media and home office publications to push their campaigns to the furthest reach. The emphasis of the campaign is to attract diverse candidates and to build the brand of the Force, to become an 'employer of choice'. Alongside the probationers, the Force has also launched its transferee campaign in a bid to attract experienced officers into the Force before the end of this financial year.
- b. The Force recruited a dedicated Positive Action Team of 1 Sergeant and 2 Police Constables to co-ordinate and deliver the outreach campaign. This includes community events in high diversity areas, graduate and recruitment fayres as well as online webinars. Please see Appendix C, which contains a copy of the current recruitment advert.
- c. The Force has recruited 15 force ambassadors known as "buddy's" from serving staff and officers who support candidates through the recruitment process. They will provide specific support to female and Black and Minority candidates to ensure they are doing everything they can to support these candidates through the process. The force will continue to report to the Police Authority Board in respect of the progress of the recruitment campaign over the coming months.

Training and development

- d. The Force's Learning & Organisational Development (L&OD) Team is designing a new mandatory training programme for all staff and Officers, which advocates a modular approach to Equity and Belonging training. It utilises a new blended learning approach where staff will be able to choose activities and events from a menu of options, according to their own areas of interest and preferred learning style. Engagement is ongoing with staff networks to inform the content and rollout. This will be launched late summer 2022 with an introduction at each 'launch' session from the Chief Officer Team. Mentivity¹ will be one of the options, alongside community engagement projects, targeted learning through a theatre company delivery, online inspirational speakers and face-to-face coffee mornings with under-represented groups.
- e. Alongside this, the L&OD Team continue to deliver 1-2 hour 'Focus on' sessions, accessible to all staff and officers, via Microsoft Teams. The April 2022 programme focuses on Neurodiversity and Mental Health, adding this to the range of topics already covered which include Unconscious Bias, Gender and Equity, LGBT+, Gypsy/Roma/Traveller, Living with HIV and Disability.

¹ Mentivity- Mentivity seeks to deliver bespoke mentoring for each group and individual based on the identified need displayed by mentees.

- f. Following the success of PALs (Positive Action Leadership Scheme) for Black and Minority colleagues launched last year, a second programme will be running with a launch date in May 2022. An engagement and awareness event took place on 28 February 2022 with the PALs champion, the Assistant Commissioner for Economic Crime and PALS Alumni, where Organisational Developmental members were also in attendance.

Leadership and Culture

- g. The Force held its first cross-force E&I conference on 11th March 2022 for managers, framed under the title *Our People*. This event was supported by a promotional video created by the Force which demonstrated the value of our diverse workforce.
- h. A framework for internal E&I awareness inputs has been jointly developed between the Head of L&OD and the strand lead for Leadership and Culture. The approach will be considered by the force's Chief Officer Team (COT) prior to roll-out in Q3 2022.
- i. The Force held its first Code of Ethics Working Group in March 2022, coordinated by the Force's new ethics champion (Deputy Director, Professional Standards Directorate (PSD)). A fuller update on this is also on the PSIC agenda.
- j. The force's data bias working group has met a number of times to identify areas where conscious or unconscious bias can potentially impact on the use of information and intelligence. These themes will be monitored and actioned by relevant departments / oversight groups.

Community Engagement

- k. The 'Schools Project' led by the force, City of London Corporation (CoLC) and Amazon Web Services (AWS) Schools Project has concluded, it was considered a success (further projects likely to follow). Workshops introduced young people to the different types of digital careers available to them across policing and local government, in total 43 students took part across 5 schools. The Force workshop was delivered online, and students given advice on how to obtain support, and report cyber bullying concerns to the police. Further, students were told about the different routes into policing, with some later expressing an interest to join at the end of the programme.
- l. Project Outreach – Recruitment outreach events have targeted high footfall, diverse areas both inside and [mainly] outside of the City. This has led to a significant increase in applications (over 500), with many having completed their day-2 recruitment assessments already. There has also been a focus towards outreach events at Universities (those offering degrees in Policing and Criminology) – these were a mixture of in-person events and online sessions. As of 6 April 2022, across 41 different outreach events/engagements, a total of 1867 recruitment cards have been disseminated (inc. QR code – link to application), and 622 face-to-face interactions (officers demystifying recruitment prerequisites/process). Again, this has led to excellent feedback and an uptake

in force applications. Finally, there remains sustained efforts at networking events and religious institutions to improve the diversity of applicants.

- m. Dedicated Ward Officers (DWOs) continue to engage regularly with Afghan refugees being accommodated in the City. Considerable multi-agency and partnership working is still taking place, with the Force providing support during the ongoing programme of 'Orientation Sessions' which aim to provide assistance with adapting to life in the UK. Weekend sports activities were also arranged by Tactical Firearms Group (TFG) with support from Sector Policing for children over a number of weeks.
- n. Following their launch last year, the latest Sector Cluster Panels took place on 4 and 16 May 2022 updates on these are given in the Community Engagement Update to the Police Authority Board. The first round was well attended by both business and residential communities, including Elected Members, and highlighted a number of themes that local policing will seek to address. In total there have been 6 Panels held (1 for each Cluster), and whilst individual issues/concerns/sentiments were raised in each (i.e., drug use, homelessness) a common agenda was set for all, including Sector Policing updates (local activity, events, engagement opportunities), a crime data presentation (emerging trends, hotspots), and a question/answer session. Membership tends to be broad, with business representatives, residents and Elected Members attending. For the next set of Panel meetings, there will be a comprehensive communications plan with the support of Corporate Communications; this will include (where practicable) social media awareness raising (i.e., future meetings, summary of discussions), and the publication of locally agreed priorities.
- o. Plans are underway to develop a Night Time Economy (NTE) operation; the overall intention, to reduce the level of crime and disorder in the area and provide a safer environment for residents and genuine visitors, who come to enjoy the Night Time Economy. The plan will consider how best we proactively engage with City stakeholders and take every opportunity to communicate and build a good rapport with the public. The plan will seek to build upon a number of workstreams including; Reframe the Night, which is a joint operation with CoLC and Safer Business Network to deliver engagement activities for NTE Safety, primarily focused on the safety of women and girls, but added focus on men, looking at their own behaviours and actions; Street Safe, an online platform to report any concerns around personal safety within public spaces – linked to the NTE; Ask for Angela, which seeks to develop the skills, knowledge, and confidence of those working in licensed premises focusing on identifying vulnerability and making appropriate interventions. This is outlined in more detail in the report on Violence Against Women and Girls on the agenda.
- p. The Force Volunteer Cadet Unit continues to be recognised for its involvement in local events, supporting policing operations and work with blue-light partners. As a snapshot, in the last 12 months, Cadets have attended a number of events/policing activities including, but not limited to; the Lord Mayor's Show, Remembrance Sunday, Custody community project, Project Servator deployments, and weapons sweeps. The recruitment aim continues to be 50 active Police Cadets, with the overarching ethos to create a culture of inclusion,

seeking to retain a diverse talent pool of Cadets. There are currently 29 active Force Cadets, 12 male and 17 female. 5 are due to leave this year (due to age), and at least 1 Cadet has expressed an interest to join the Force as a probationer constable. There is 48% Black and Minority representation, and broad diversity in terms of culture and religion. Recruitment is an ongoing process.

- q. Work continues with the Independent Advisory Scrutiny Group (IASG) in undertaking scrutiny of the Force in such areas as stop and search and use of force. Additionally, the Force are currently recruiting to establish a youth independent advisory and scrutiny group, which will both complement the existing work, but will also add scrutiny and thinking from a different perspective.

Health & Wellbeing

- r. Since the commencement of the Commitment to improving Mental Health (MH) in the workplace, the Force has commenced the MIND improvement Action Plan. To start the journey, they opened the conversation and dialogue to improving MH within the workplace. Senior level, Single Point Of Contacts (SPOC) have been appointed and have formed a working group, which is chaired by the Health and Wellbeing Strategic lead, who is ensuring there is a high-level commitment to the project. The highlights of the MH journey within the Force have been published in a blog on the MIND website. The Wellbeing Zone launched in December has been well received and is used to the benefit of the staff within the Force.
- s. The Oscar Kilo² peer review is due to commence in April 2022. The Force has been paired with Nottingham Police Service to complete reciprocal reviews. This will allow continued development and improvement in the Force and will dovetail with the MIND improvement plan which follows similar principles for a “whole force” approach.

Retention and Exiting the organisation

- t. A working group has been set up to progress the objectives and actions from the EDI Action Plan. The strand lead has engaged with Human Resources, the Equality Manager and staff representatives, to understand the Force’s current process, existence of any gaps, and benchmarking against other organisations and making the process accessible for all. Additionally, the Chief Superintendents and the Chief Officer Team are conducting retention interviews for those intending to leave the organisation.
- u. The working group has had its first meeting and has established a few gaps in the process that can be resolved easily. The working group has gained an understanding of why employees may not choose to complete the exit surveys and remedies have been sought. Various different exit processes from different organisations have also been sourced for comparison, which will be considered at the next meeting. An internal exit interview process is being considered to help understand the culture within business units and how the equality data should be captured. The strand lead for this area will continue to provide an update to the board.

² [Oscar Kilo](#) | [Oscar Kilo](#)- The National Police Wellbeing Service

Impact

- v. The Force has undertaken a review of how it measures progress and success against their E&I strategy and has compiled the following list of KPI measures which were presented to this Committee in February. These are aligned to the new Policing Plan 22-25. The Force is currently considering how these will be presented for internal governance ahead of them being presented to Members for scrutiny.

Workstream	Overview of activity	Success measures
Community Engagement	Increasing our legitimacy & confidence within communities through active engagement with all communities. Increasing confidence by effective response to hate crime & scrutiny of police power such as stop and search	1. Community confidence & satisfaction measures through surveying victims of crime & the wider community 2. Sampling of stop & search & use of force incidents by our independent Advisory Scrutiny Group % graded as good & excellent v those requiring improvement 3. Number & breadth of community events attended each month and proactive communications out to communities
Recruitment Development & Progression	Building a diverse workforce in tune with London including people from black & minority communities, women, and LGBT. 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 & in specialist roles.	1. To recruit 40% of visible ethnic minority student officers in each new intake 2. Per year we improve our representation of visible ethnic minority employees by 3.23% 3. Increasing number of employees from a black minority background successful at promotion processes 4. The total number of new joiners to The Force each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service 5. Per year to improve 0.35% employees from a LGBT background
Culture & Leadership	Work to build leadership capability across the force and build a workforce culture that it is truly inclusive & embeds our diversity & inclusion ambitions at all levels of the force. A workplace which people are proud of & one where the force is an employer of choice.	1. Our staff engagement score through surveying over the next 3 years increases Scores specifically relating to feelings of inclusion, leadership & culture related responses 2. 100% of eligible workforce having attended annual values, standards & ethics inputs by 03/23 3. No of staff members engaged in external attachments & CPD events/ support to voluntary organisations (+ direction of travel)
Wellbeing	Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people & increase productivity	1. Specific staff survey questions in relation to feelings of well-being to improve over the 3 years. 2. Op Hampshire 75% outcome rate for assaults and hate crime committed towards staff.
Retention & Exiting	Ensuring that the service retains talent particularly from under-represented groups. Exploit opportunities for entry & re-entry at different levels & specialisms into the service. Understand why staff are exiting the service & use insight & data to improve retention.	1. Line managers to offer an exit interview to all those intending to leave – Target of 100% 2. The % exit interviews completed officers and staff 3. Retention rates over the next 3 years (excluding retirements, transferees & ill health) are improved against the 2021 baseline 4. % of leavers that are contacted by the force within 12 months in respect of opportunities to re-join 5. Retention – Black, Asian and Minority staff Black, Asian & minority ethnic attrition rates for voluntary leavers are equal to or better than the rates for non-Black, Asian and Minority Ethnic colleagues (xx% the baseline figure now) 6. Retention female staff - female attrition rates for voluntary leavers are equal to or better than the rates for male leavers (xx% baseline)

Diversity Workforce Data

7. In discussion with the Police Authority Director and Team and in line with the revised Terms of Reference for this Committee, the Diversity Workforce data will now be presented to this Committee for oversight and scrutiny and is attached at Appendix B.

Corporate & Strategic Implications

8. Strategic implications – The report outlines ongoing activities which the Force is undertaking to improve diversity, equality and inclusion and in so doing will help to deliver the Force's Equality and Inclusion Strategy and directly supports the Corporation's Corporate Plan's aims for equality of opportunity.
9. Financial implications – none.
10. Resource implications – none.
11. Legal implications – none.
12. Risk implications – none.
13. Equalities implications – The report outlines how ongoing work supports the Force to meet its obligations under and comply with the provisions of the Public Sector Equality Duty 2010.
14. Climate implications – none.
15. Security implications – none.

Conclusion

21. This report provides Members with details of work that is ongoing to deliver the Force's Equality and Inclusion Strategy and provides Members with assurance that robust governance is in place to ensure progress continues as expected.

Appendices

- Appendix A – Highlight summary of progress made against the E&I Action Plan.
- Appendix B- Diversity Workforce Data
- Appendix C – Recruitment campaign poster.

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Workstream	Health and Wellbeing	Owner	Chief Supt Steve Heatley (Local Policing)	Date	01/04/22	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<div>• Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required. 11/21 this now occurs upon the induction course from L&OD</div> <div>• Develop a local plan that incorporates Health and Safety, Wellbeing and Fulfilment 09/21 Wellbeing strategy written and launch reviewed annually – Reviewed re published Jan 22</div> <div>• Ensure CoLP leaders are equipped to deal with Mental Health difficulties 11/21 but ongoing L&OD include this within the various leadership courses that are run.</div> <div>• Implement wellbeing initiatives to improve peoples quality of life whilst at work 09/21 this is an ongoing piece with monthly calendar set up to update teams of the activities</div> <div>• Focus on staffs mental health and embed supportive and preventative policies and initiatives 01/22 This work is ongoing MIND sign up through NPCC 6 pledges</div> <div>• Review current HR policies to ensure the maximum support is given to all staff with protected characteristics- 06/22 This work is ongoing</div> <div>• Ensure teams supporting our Occ Health are trained in issues around inclusion and diversity- - 09/21Complete and Ongoing as they are a separate unit they do receive training from their providers with diversity sand inclusion .</div>	Description		Date						
	Launch a Buddy Scheme for all new joiners (completed) on going all new students receive the buddy scheme including Police Now candidates.		ongoing						
	Review strategy on Health and Wellbeing (completed and published)		02/22						
	Oskar Kilo recommendations and planning		06/22						
	60 MH first aiders to be trained and launched		06/22						
	Launch Wellness Zone in Bishopsgate (COMPLETE)		11/21						
	MH at work commitment MIND CHARITY		06/22						
Progress since last update				Key next steps					
<div>• Oskar Kilo self assessment framework completed, delay in the original feedback, process has now changed and we as a Force await a Peer review from a appointed force to allow the feedback to be received.</div> <div>• Article Blog published within the MIND MH web site – this forms part of the NPCC strategy</div> <div>• Working group with Senior leaders as SPOCS from the various Directorates have been nominated to form a working group to look at ways to improve the MH activity within the FAORCE.</div> <div>• MH MIND action plan commenced and updated – looking at the areas of improvement.</div> <div>• SPOC /Lead identified for PISP (post incident support programme) Looking at ways to drive this through the CoLP.</div> <div>• KPI – This will be measured from the feedback from the Oscar Kilo self assessment and the action plan from this and now once the Mind self assessment is completed this will show progress and then allow an action plan to be completed.</div> <div>• Coffee MH wellbeing morning completed this is a bi monthly activity.</div>				<div>• Still awaiting peer review from Oskar Kilo self assessment framework this will create action and delivery plan on areas of improvement. This has been delayed due to a change in process or review by the NPCC and OK.</div> <div>• Continuation of coffee engagement events and collaboration with key stakeholders such as Police Mutual, Police care UK etc. Next force coffee engagement event planned for Mid February, quarterly programme to be continued throughout 2022.</div> <div>• Funding for better conversations with Sarmatians has been submitted, this will allow up to 240 extra staff (pilot) initially to be trained in better listening techniques to begin the MH conversations within the work place, this forms part of the action plan for the 6 commitments to MH in the workplace. Upon feedback this will be rolled out across the force.</div>					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

Workstream	Retention and Exiting	Owner	T/DCS Bradford (ECD)	Date	07/04/22	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<p>The workstream objectives have been re-ordered according to the chronology of the “leaving process” and aligned to the references in the wider plan.</p> <ul style="list-style-type: none">Undertake a review of what roles within the organisation could most benefit from greater flexibility in staff entering and exiting (#48)Ensure policies and procedures are in place to identify why staff with protected characteristics leave the service (#7)Undertake a review of process for exit from service procedures (#44)Undertake a full review of retention/leaving data (#22)Widely readvertise re-joining options (#47)Utilise positive action principles to proactively contact Black and Minority officers and staff within two years of them exiting the organisation to encourage them to return (#38)Consider national policies to allow exit and re-entry into the organisation (#45) <ul style="list-style-type: none">KPI objectives are required for the two stages –Stage 1 is before the person has actually left the organisationStage 2 is after the person has left the organisation.				Description					Date
				Agree a new process map for our exiting employee journey					01/06/22
				Set retention and exiting KPIs for line managers and targets across our protected characteristics					01/08/22
Progress since last update				Key next steps					
<ul style="list-style-type: none">High-level strategic ambitions and a plan-on-a-page have been created for this workstream.The workstream objectives have been re-ordered according to the chronology of the “leaving process” and aligned to the references in the wider plan.Relative prioritisation given to #44 review of process and #7 policy in an attempt to drive improvement in the subsequent areas. The process map of “as is” and “to be” have been created and we are undertaking a refresh plus consultation with Networks to ensure they capture the changes needed.A working group has been set up to progress the objectives and actions from the EDI Action Plan. The strand lead has engaged with Human Resources, the Equality Manager and staff representatives, to understand the forces current process, any gaps, benchmarking against other organisations and making the process accessible for all.The working group has had its first meeting and has established a few gaps in the process that can be resolved easily. The working group has gained an understanding of why employees may not chose to complete the exit surveys and remedies have been sought. Various different exit processes from different organisations have also been sourced for comparison, which will be considered at the next meeting. An internal exit interview process is being considered to help understand the culture within business units and how the equality data should be captured.				<ul style="list-style-type: none">Draft KPI’s for stage 1 and stage 2 have been created and require workshopping to ensure appropriate consultation has taken place.An HR SPOC has been identified to assist with data requirements from across the force.Research with “other” forces is underway to seek existing good practice.An interim process for recontacting recent leavers (#38) is being considered.					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

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Workstream	Leadership & Culture	Owner	DCS Oliver Shaw (AF/NFIB)	Date	05/04/22	Project RAG		Benefit RAG	TBD
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none">Leaders to ensure they create an inclusive culture within the organisationCreate a culture where people feel confident to share their protected characteristicsEncourage leaders to continuously improve their approach to inclusivity and ensure learning is regular and ongoingDevelop a framework of champions and senior leaders to drive forward CoLP's E&I agenda and work with internal and external partners to promote activityRecognise and reward good work and bravery across E&IUndertake annual workforce surveysFurther develop consultation and feedback mechanisms that enable all staff to take part in broad organisational decision makingScope partnership and secondment opportunities outside the organisation to enhance and build new skills in leaders				Key Deliverable / Key Performance Indicator					Target Date
				Launch mandatory Values, Standards and Ethics sessions					Q3/22
				KPI: 100% of eligible staff have attended one of the mandatory inputs					03/23
				Develop an E&I secondment framework for leaders / volunteers					Q3 22
				KPI: Number of staff members engaged in external secondments / support to voluntary organisations (positive direction of travel)					Q2 23
				KPI: Annual Staff Survey - positive direction of travel for leadership & culture related responses					Q2 23
				Develop and launch a comms strategy with calendar of events (complete)					01/22
				Complete a data bias review and recommendations					06/22
				Introduce an annual E&I award as part of future event					07/22
				Further develop Diversity Allies Scheme					Q3 2022
Progress since last update				Key next steps					
<ul style="list-style-type: none">CoLP has completed the production of an E&I promotional videoCoLP has held its first E&I conference (11/03/22), framed under the title <i>Our People</i>A framework for internal E&I staff awareness inputs has been developed with the Head of L&OD. This is to be presented to the force's COT for approval and budgetingOn 14/03/22 the force's new ethics champion (Deputy Director, PSD) held CoLP's first Code of Ethics Working GroupThe force's data bias working group has met further times to discuss pertinent topics and agree the correct forum to take these forward				<ul style="list-style-type: none">Finalise the framework for CoLP's E&I staff inputs. These will be framed under the title <i>Values, Ethics, Equity and Belonging</i>Review CoLP's existing external secondment process and look at opportunities for both short and long term secondments for leaders to develop skillsFormalise data bias work within the existing force governance structureFinalise the plan for CoLP's annual E&I award					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
To consider the scope and detailed funding arrangements for <i>Values, Ethics, Equity and Belonging</i> inputs				To approve the scope and detailed funding arrangements for <i>Values, Ethics, Equity and Belonging</i> inputs					

Workstream	Community Engagement	Owner	Ch Supt Rob Atkin (Interim HQ)	Date	11/4/22	Project RAG		Benefit RAG		Key Performance Measures		
Workstream objectives <ul style="list-style-type: none">Establish a Silver Group to lead on community engagement E&I activity including outreach and attraction for recruitmentHost community based outreach sessions for engagement and recruitmentEstablish longer term engagement with schools and colleges in order to attract and nurture future talent and introduce young people to policingWork with local strategic partners to develop a shared data set that will allow for a better understanding of the communities we serveUtilise data sets to better inform and identify areas of disproportionality and the negative impact on local communitiesEngage in a calendar of events with the local community to promote good relationsIdentify and engage with diverse communities to address possible adverse perceptions of the police service so that satisfactions levels improve across all communitiesUndertake meaningful involvement and consultation with local communities to review such tools as Stop and Search and Use of ForceEvolve our force to be culturally competent to deliver legitimate and meaningful community policing				Priority Deliverables						Police Community Encounters – Use of Powers 1. Dip sampling of key police community encounters (stop and search / use of force / Road Traffic stops/ Firearms stops - internal senior officer dip sampling: <ul style="list-style-type: none">i. Number sampled past monthii. Number identified with learningiii. Number identified as best practice 2. IASG feedback on key police encounters stop and search / use of force / Road Traffic stops / firearms stops. <ul style="list-style-type: none">i. Number sampled / observed past monthii. Number identified with learningiii. Number identified as best practice		
				Description							Date	
				Commence recruitment outreach plan							In progress	
				Map city communities / key individuals, calendar of engagement events							Completed	
				Launch inaugural 12 week schools project across the city							Completed	
				Set proposed key performance indicators for activity							Completed	
				Launch community based cluster panels							Completed	
				Pilot LGBT+ advisor network							Completed	
Involve community in scrutiny of S/S, UoF wider police training							Ongoing					
Progress since last update <ul style="list-style-type: none">The CoLP, CoLC and AWS Schools project has concluded, and considered a success (43 students across 5 schools) (further projects likely to follow). Workshops introduced young people to the different types of digital careers available to them across policing and local government. The CoLP workshop was delivered online, and students given advice on how to obtain support, and report cyber bullying concerns to the police. Further, students were told about the different routes into policing, with some later expressing an interest to join at the end of the programme.Project Outreach – Outreach events have targeted high footfall, diverse areas both inside and [mainly] outside of the City. This has led to a significant increase in applications (over 500), with many having completed their day-2 recruitment assessments already. There has also been a focus towards Universities (those offering degrees in Policing and Criminology) – these were a mixture of in-person events and online sessions. We have received excellent feedback from candidates & community alike. Finally, there is sustained efforts at networking events and religious institutions to improve the diversity of applicants and this will continue for at least the next 6 to 12 months with a dedicated team in place.DVOs continue to engage regularly with Afghan refugees being accommodated in the City. Considerable multi-agency and partnership working is still taking place, with CoLP providing support during the ongoing programme of 'Orientation Sessions,' that aim to provide assistance with adapting to life in the UK. Almost 250 presents were delivered to all children at Christmas 2021, following a collection organised by CoLP (and included donations from the City of London School for Girls and the Barbican/Golden Lane Community Group). The remaining presents left over will be provided to the Welcome Store for Ramadan gifts. Weekend sports activities were also arranged by TFG with support from Sector Policing for children over a period of weeks. This work will be expanded should Ukrainian refugees be housed in the City area.Following their launch last year, the next set of Sector Cluster Panels are scheduled to take place April/May. The first round were well attended by both business and residential communities, including Elected Members, and highlighted a number of themes that local policing will seek to address in the form of promises. These will be reported on at future meetings and on our website.Plans are underway to develop a new Night Time Economy Plan building on successes from recent operations particularly at Christmas with the overall intention, to reduce the level of crime and disorder in the area and provide a safer environment for residents and genuine visitors, who come to enjoy the Night-time Economy. The plan will consider how best we proactively engage with City stakeholders, and take every opportunity to communicate and build a good rapport with the public with public protection and safeguarding at the core (linked to our Violence Against Women & Girls Safer Places action plan).Plans are progressing 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 whom are educated within the City of London. The purpose of the YIAG will be as a conduit between CoLP and Young People for views, opinions, lived experiences and scrutinise on matters affecting policing/National priority areas (i.e. Stop and Search, Use of Force).The Strategic Research & Analysis Unit have produced a CoLP Community Profile –pulling together data from various sources to provide a picture of the various groups within the City of London and map its diverse communities. This profile will be continually updated. Further, the Operational Planning Team have produced a calendar of City Events in 2022 assisting with planning our engagement activity.These updates should be read in conjunction with the PAB community Update paper which has more business as usual tactical delivery contained therein.						Key next steps <ul style="list-style-type: none">Refresh mapping of communities (via Strategic Research & Analysis) using latest available datasets (e.g. Census data - 2022) to accurately reflect the current picture within the City.Operation Rocotto 3 will take place in May 2022. This follows two previously successful high visibility engagement days in collaboration with the City Security Council. Again, this will see both Police and Security working in partnership to deliver reassurance and targeted engagement activities across the City.Project Outreach in support of the wider Operation Uplift programme will continue to conduct targeted recruitment engagement utilising dedicated resources under the direction of a newly appointed senior leader at Chief Inspector level.Comprehensive review of AWS project, evaluating feedback from participating students and lessons learnt from the wider CoLP / CoL / AWS project delivery team with a view to re running and expanding programme across a greater number of schools within London.Work will continue to grow the Police Cadet Unit within the force including increasing events and visibility across the City. Cadet numbers are currently 29 cadets, 12 male and 17 female, with 48% from black, minority heritage.Planning continues for a community open day in the SummerDevelop further the work and process of the IASG in respect of community monitoring of stop and search / use of force within the force area.		Community confidence / victim surveying measures 1. Confident & satisfied with City of London Police Actions 2. Reducing the Black & Minority and Gender satisfaction gap in survey data Number of community events attended 1. Number of community events attended over the last month 2. Outreach recruitment events expression of interest by ethnicity & gender NB April update – these metrics are being currently developed for future reporting				
Recommendations to Operational Delivery Board						Decisions required by Operational Delivery Board						
None at this stage						None						

Workstream	Recruitment, Onboarding and L&OD	Owner	Julia Perera-Director of HR	Date	13/04/22	Project RAG		Benefit RAG	
Workstream objectives				Priority					
<ul style="list-style-type: none"> • CoLP to undertake detailed analysis of workforce data and produce aspirational targets • Complete a cradle to grave review of all recruitment processes • Review our vetting approach with regards to those with protected characteristics with a priority focus on minority ethnic groups • Set up feedback processes for unsuccessful candidates and promote development plans for future potential candidates • Ensure transparency with all recruitment, progression and exit from service data in respect to all protected characteristics • Ensure diversity visibility throughout recruitment process • Police leaders should through their continuing professional development seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning • Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce • Equip selection panels with unconscious bias training for all those involved in the recruitment process • Invest in training and development of Police leaders • CoLP to develop a talent management program for upward and lateral development • CoLP to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics • Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required • Review the PCDA programme to ensure it aligns with E&I plans and principles 	Description					Date			
	Aspirational targets have been agreed by E&I board					Complete			
	Review our recruitment and attraction structure and people					Complete			
	Review promotion processes end to end					Ongoing			
	Cultural Workshop- Agreement next steps / outcomes					19 Jan 22			
	Reverse Mentoring					Ongoing			
	Community Engagement plan for PEQF					March 2022			
	PALs cohort 2 launch					March 2022			
	Pilot of Mentivity Training #2					Feb 2022			
	Delivery of forcewide awareness programme on Values, Ethics, Equity, Belonging – 'Our People, Our Values'					June 2022			

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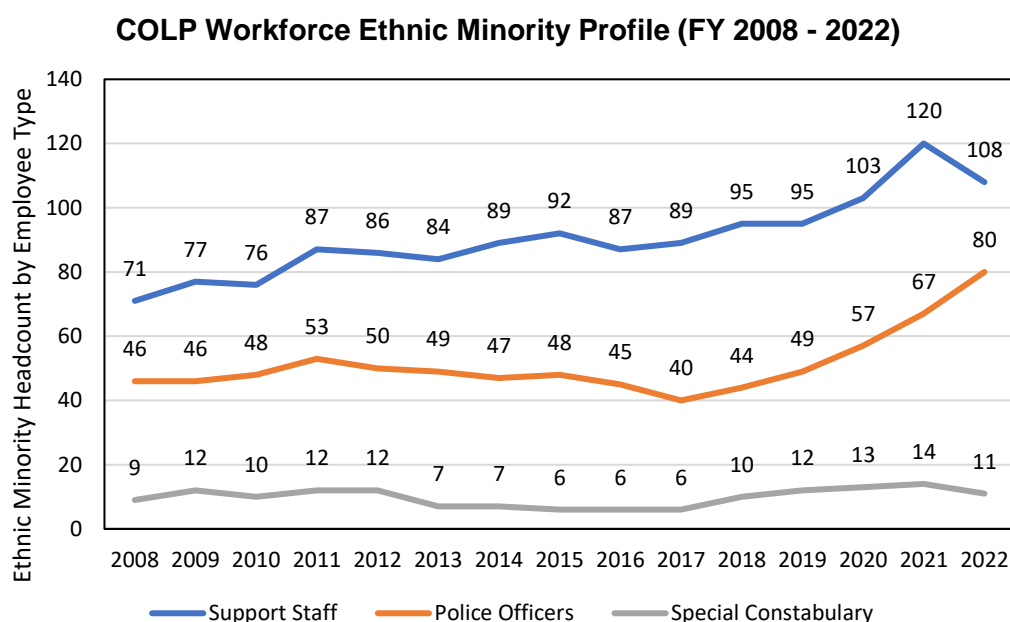
Appendix B- Equality and Inclusion update to Professional Standards and Integrity Committee

Diversity Workforce data and analysis

Ethnicity

1. For this reporting period (1st October 2021 to 31st March 2022), the number of Black and Minority Police Officers has increased to 80, (an increase of 7 since the last reporting period (73)) which is in part due to a Student Officer intakes in September 2021 and March 2022. The number of Black and Minority Police Staff has decreased to 108 (a decrease of 7 since the last reporting period (115)), this decrease is due to a number of leavers. The graph below represents the trend for number of Black, Asian and Minority Police Staff, Officers and Special Constabulary within the City of London Police (CoLP) at the end of the financial year from 2007/8 to 2021/22.
2. When compared nationally, CoLP Staff Black and Minority representation rate is currently ranked as second highest among all national forces (not including BTP¹) and is sixth highest for Officer representation (not including BTP¹).
3. The Force's Equality & Inclusion Operational Board oversees the work on the National Police Chiefs Council (NPCC) plan. The Force has made improvements in a number of areas and now has innovative advertising and attraction campaigns and is supporting internal applicants through application writing and interview workshops. In addition, there has been an introduction of a buddy system where Black and Minority officers are supported from a buddy when they join the Force.

CoLP Workforce Profile by Ethnicity 2008-2022 (financial year)



¹ Exclusion of British Transport Police (BTP)- the main reason for this is that they are not a Home Office Force nor part of the 43 territorial forces. Police Workforce Census includes them in their stats for some areas as accompaniment, but excludes them from most analysis because they are not a HO force.

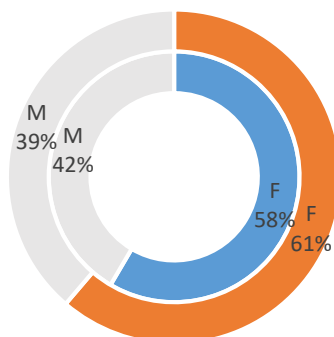
Gender

4. The percentage of female Police Officers stands at 24% in March 2022. As part of 2019-2024 People Strategy, CoLP is continuing to undertake a number of activities to improve female representation. Approximately 26.3% of applications received for the Police Officer recruitment campaigns (internally and externally advertised) were from female applicants; 16% of Police Officer joiners were female in the reporting period. We are seeking to increase our female representation by a number of methods including the wording of our adverts to reflect more flexibility in our offerings including part time.
5. The national average for female Police Staff stands at 61.2% as of 31 March 2021, as of March 2022 CoLP's female Police Staff representation rate is 58.4% (staff within the Next Generation programme are not counted on the Forces strength due to it being a two-year funded programme). It is worth noting that the Force has a more even representation of male and female Police Staff.
6. With regard to improving our female representation we are looking at retention strategies such as supporting females back to the workplace following maternity leave as well as bespoke attraction campaigns and amended recruitment adverts which support flexible working.
7. Following the second successive year of the Direct Entry Detective Programme where we worked with Police Now (75% of those joining are female) we are looking at using a similar entry route for 2022/23 but with a higher intake of recruits. During our student officer campaigns we have been running positive action events including webinars to candidates where we have our female officers taking part to encourage female applicants to apply.

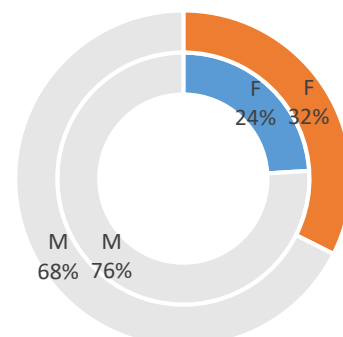
Gender Comparison

- City of London – March 2022
- National Comparison (England and Wales) - March 2021

Staff Gender Profile

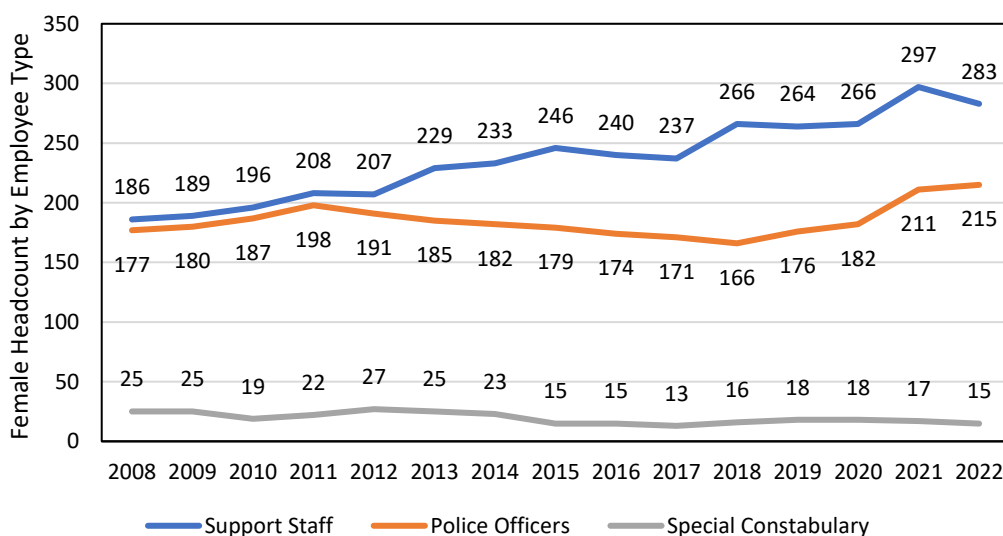


Officers Gender Profile



Workforce Female Gender Profile – 2008-2022

CoLP Female Workforce Profile (FY 2008 - 2022)



Disability

8. The CoLP's disability profile remains similar to data previously reported in the first 6 months of 21-22, with 20 Police Officers and 12 Police Staff currently identifying themselves as having a disability.
9. As of 31st March 2022, 46 Officers are working under 'recuperative duties' (short term) and we currently have 33 Officers on adjusted duties (long term). The Force has also recently introduced Dyslexia Assessors to support colleagues on all matters related to dyslexia including reasonable adjustments.

Sexual Orientation

10. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 38 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual (up from 36 previously reported), with 857 employees choosing not to disclose this information or choosing "prefer not to say".

Age

11. The current age profile of the Police Staff workforce ranges between 18 and 65+. There are currently 185 Police Staff aged 50 and over. 301 members of Staff are between the ages of 18 and 49.
12. The age profile of Police Officers ranges between 20 and 60+. There are currently 165 Police Officers aged 50 and over. Police Officers can retire once 30/35 years' service has been completed (depending on pension scheme). The Force currently has 11 Officers who have 30 or more years' service and therefore could be eligible to retire. There also another 24 Officers that could be eligible to retire in 2022/2023 as they currently have 29 years' service.

Religion and Belief

13. Currently 21.9% of the total workforce (Police Officers & Police Staff) identify themselves as 'Christian'; 2.3% as 'Muslim'; 0.7% as 'Hindu', 0.6% as Buddhist. 1.3% identified as having another religious belief, 0.3% as Judaism and 0.5% as Sikh, whereas 72.4% either have no religion, prefer not to say or have chosen not to disclose their religion or belief.



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ENTRY ROUTES

● **Police Constable Degree Apprenticeship Scheme (PCDA)**- If you want to work towards a degree, minimum level 3 qualification (A-Level or equivalent)

● **Police Constable Graduate Entry Programme (DHEP)**- For applicants who already have a degree.

● **Initial Police Learning & Development Programme (IPLDP)**- Blended On the Job and classroom based learning, minimum level 3 qualification (A-Level or equivalent)

● **Professional Policing Degree Pre-Join Pathway**- For Graduates of the Professional Policing BSc degree only



SCAN ME

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Committee: CoL Police Authority Board	Date: 30 June 2022
Subject: The City of London Police Pension Board – Review of Activities for the period 1 April 2021 to 31 March 2022	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
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: The Chamberlain	For Information
Report author: Graham Newman – Chamberlain’s Department	

Summary

This report summarises the activities of the Police Pensions Board (the Board) for the period 1 April 2021 to 31 March 2022. The Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the responsibility of assisting the Scheme Manager (the Commissioner of the City of London Police) in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).

Over the last twelve months the Board:

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

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

Recommendation

Members are asked to note this report.

Main Report

Background

1. The Public Services Pensions Act 2013 (the 2013 Act) included several provisions regarding better governance and improved accountability for all public-sector pension schemes. As a result, the Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the

responsibility of assisting the Scheme Manager in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).

2. The Scheme Manager for the City of London Police Pension Scheme is the City of London Police Commissioner, with responsibility for the administration of the Scheme delegated to the Chamberlain of the City of London Corporation.

The Role of the Police Pension Board

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

Scheme Employer Representatives:

Mr Alexander Barr	(Chairman since 16/04/21) – Elected Member
Superintendent Helen Isaac	Serving CoL Police Officer
Mr Henry Colthurst –	Elected Member

Scheme Member Representatives:

Mr John Todd	(Deputy Chairman since 16/04/21) – Retired CoL Police Officer
Sergeant Michael Reed –	Serving CoL Police Officer
Mr Timothy Parsons –	Retired CoL Police Officer

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

Activities of the Board

6. Since 1 April 2021 three meetings have been held – 7 June 2021, 19 October 2021 and 9 February 2022. It is expected that there will continue to be 3 meetings held in every year.

Training

7. Board Members have certain legal responsibilities and must be conversant with the PPS Regulations and the governance and administration of the Scheme to enable them to exercise their role as a Board Member.
8. Members are expected to keep their knowledge and understanding requirements under review. This will allow the training plan to be reviewed and updated as required to meet the training needs.

9. The Pensions Regulator has created an online learning programme, the Trustee Toolkit. The Toolkit is aimed at the board members of occupational pension schemes and Police Pension Board Members have been provided with the necessary details and are expected to undertake all 7 training modules. The status of each Member's training is reviewed periodically.
10. In addition to the training modules provided by the Pensions Regulator, the Pensions Office continues to provide training sessions to Members. Training sessions provided in 2021/22 include the McCloud Remedy and Pensions Growth & the Annual Allowance.

Annual Schedule of Events

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

Risk Register

12. A risk register has been created to cover the risks in respect of the City of London Police Pension Scheme. The Register is a standing agenda item for each Board meeting and means that potential risks are continually assessed, reviewed and amended or added to or removed from the Register as deemed appropriate. Since April 2021 the risk in relation to the 'McCloud' legal challenge and expected remedy implementation / amendments has been amended and several sub-risks have been included to emphasise the importance of this risk.

Documentation and Communication

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

Data Protection Act 2018 (GDPR)

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

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

16. There were no known breaches during the year.

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

17. There were no known breaches during the year.

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

18. The Court of Appeal has ruled that reforms made to the judges' and firefighters' pension schemes were discriminatory on the grounds of age. It was determined that the reforms made to all public sector pensions schemes, including the PPS, were also be deemed to be discriminatory on the same grounds and all public sector pension schemes will need to review their regulations and possibly make amendments to them.
19. On 10 March 2022 the Public Service Pension and Judicial Offices Act 2022 (the Act) received Royal Assent. The main purpose of the Act was to support the implementation of the McCloud remedy in the public service pension schemes and is to be implemented in two phases.
20. Phase one took effect from 1 April 2022 and moved all remaining active members of the 'legacy' pension schemes (the Police Pension Schemes 1987 and 2006) into the new scheme (the Police Pension Scheme 2015).
21. Phase two will be in respect of the implementation of the deferred choice underpin and will give eligible members the choice between legacy scheme and new scheme membership for the period 1 April 2015 and 31 March 2022.
22. The Act confirms that Phase two must be implemented by 1 October 2023 at the latest, but further consultation and regulatory changes are required to allow this to happen.
23. The Pensions Office continues to attend several technical working groups in respect of the Remedy and a dedicated webpage has been set up to communicate all relevant information to officers as it is released.

COVID-19

24. Pensions Office staff have returned to office working for a minimum 3 days a week since 28 February 2022.

Conclusions

25. The Police Pension Board was created with reference to the Public Services Pensions Act 2013 and the Police Pension Scheme Regulations 2015. The Board has met three times in 2021/22 and Board Members are aware that they should ensure their knowledge of the Scheme is up-to-date in order that they remain compliant with their legal requirements.
26. The Board continues to review the working practices of the City of London Police Pensions Office and regularly monitors all letters and documents issued to members, prospective members, leavers and retirees. The Board maintains a Risk Register and an approved Breaches Policy.

Appendices:

Appendix A – Board Member attendance record

Contact: Graham Newman
[Pensions Manager](#)
[Chamberlain's Department](#)

Email: graham.newman@cityoflondon.gov.uk

Police Pension Board - Board Member Record of Attendance

	07/06/2021	19/10/2021	09/02/2022
Alexander Barr	X	X	X
Helen Isaac	X	X	
Henry Colthurst	X		X
John Todd	X	X	X
Mike Reed			
Timothy Parsons		X	

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of the Local Government Act 1972.

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