



City of London Police Authority Board

Date: TUESDAY, 27 SEPTEMBER 2022
Time: 10.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chairman)
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)
Michael Mitchell (External Member)
Melissa Collett (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://youtu.be/HCwfJajyX-s>

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

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the City of London Police Authority Board meeting held on the 20th of July.

For Decision
(Pages 7 - 12)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 13 - 14)

5. **DRAFT MINUTES OF THE RESOURCE, RISK & ESTATES COMMITTEE**

To receive the draft public minutes and non-public summary of the Resource, Risk & Estates Committee meeting held on the 5th of September.

For Information
(Pages 15 - 20)

6. **CHAIR'S PUBLIC UPDATE**

Report of the Chair.

For Information
(Pages 21 - 22)

7. **COMMISSIONER'S UPDATE**

Report of the Commissioner.

For Information
(Pages 23 - 26)

8. **CITY OF LONDON POLICE BUSINESS PLANNING PROCESS**

Report of the Commissioner.

For Information
(Pages 27 - 40)

9. **Q1 REVENUE AND CAPITAL BUDGET MONITORING 22-23**
Report of the Commissioner.
- For Information**
(Pages 41 - 52)
10. **CITY OF LONDON POLICE RISK REGISTER UPDATE**
Report of the Commissioner.
- For Information**
(Pages 53 - 64)
- To be read in conjunction with a non-public appendix at Item 30.*
11. **UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) ACTIVITY**
Report of the Commissioner.
- For Information**
(Pages 65 - 76)
12. **QUARTERLY EQUALITY AND INCLUSION UPDATE**
Report of the Commissioner.
- For Information**
(Pages 77 - 106)
13. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**
Report of the Commissioner.
- For Information**
(Pages 107 - 124)
14. **COMMUNITY/ YOUTH ENGAGEMENT PROGRAMME**
Joint report of the Commissioner and Director of Community and Children's Services.
- For Information**
(Pages 125 - 132)
15. **PROTECT DUTY UPDATE**
Joint report of the Commissioner and Town Clerk.
- For Information**
(Pages 133 - 146)
16. **HAJJ FRAUD UPDATE**
Report of the Commissioner.
- For Information**
(Pages 147 - 152)

17. **NATIONAL BUSINESS CRIME PORTFOLIO- NATIONAL BUSINESS CRIME CENTRE**

Report of the Commissioner.

For Information
(Pages 153 - 160)

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

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

20. **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

21. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the City of London Police Authority Board meeting held on the 20th of July.

For Decision
(Pages 161 - 164)

22. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 165 - 166)

23. **DRAFT NON-PUBLIC MINUTES OF THE RESOURCE, RISK & ESTATES COMMITTEE**

To receive the draft non-public minutes of the Resource, Risk & Estates Committee meeting held on the 5th of September.

For Information
(Pages 167 - 170)

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

The Chair to be heard.

For Information

25. **COMMISSIONER'S UPDATES**
The Commissioner & Service Delivery Director FCCRAS to be heard.
For Information
26. **CITY OF LONDON POLICE RETENTION MEASURES**
Report of the Commissioner.
For Decision
(Pages 171 - 190)
27. **BRIDGE HOUSE ESTATES AND CITY OF LONDON POLICE SERVICE LEVEL AGREEMENT**
Report of the Commissioner.
For Decision
(Pages 191 - 198)
28. **PARTNERSHIP APPROACH TO DELIVER A SAFE NIGHT-TIME ECONOMY-OPERATION REFRAME**
Joint report of the Commissioner and Town Clerk.
For Information
(Pages 199 - 216)
29. **REVIEW OF CITY OF LONDON POLICE JUVENILE STRIP SEARCHES JANUARY 2019- APRIL 2022**
Report of the Commissioner.
For Information
(Pages 217 - 224)
30. **NON-PUBLIC APPENDIX FOR ITEM 10**
Non-Public appendix to be read in conjunction with Item 10.
For Information
(Pages 225 - 248)
31. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
32. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

CITY OF LONDON POLICE AUTHORITY BOARD **Wednesday, 20 July 2022**

Minutes of the meeting of the City of London Police Authority Board held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 20 July 2022 at
10.00 am

Present

Members:

Tijs Broeke (Deputy Chair)
Caroline Addy
Helen Fentimen
Alderman Timothy Hailes
Deborah Oliver
Deputy Graham Packham
Dawn Wright
Sir Craig Mackey (External Member)

In Attendance Virtually:

Deputy James Thomson (Chair)
Munsur Ali
Michael Mitchell

Officers:

Richard Holt	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department
Caroline Al-Beyerty	- The Chamberlain
Paul Chadha	- Comptroller and City Solicitor
Alistair Cook	- Head of Police Authority Finance
Alix Newbold	- Director of the Police Authority
Rachael Waldron	- Town Clerk's Department

City of London Police:

Angela McClaren	- Commissioner, City of London Police
Peter O'Doherty	- Assistant Commissioner, City of London Police
Paul Betts	- Assistant Commissioner, City of London Police
Hayley Williams	- City of London Police
Umer Khan	- Commander, City of London Police
Emma Cunningham	- City of London Police
Martin O'Regan	- City of London Police

1. APOLOGIES

Apologies were received from the Chair Deputy James Thomson, Nicholas Bensted-Smith, and Alderman Emma Edhem. In the absence of the Board's Chair the Deputy Chair took the chair for remainder of the meeting.

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

There were no declarations received.

3. **MINUTES**

The Board considered the draft public minutes and non-public summary of the Police Authority Board meeting held on the 30th of June 2022.

RESOLVED – That the public minutes of the Police Authority Board meeting held on 30th of June be approved as an accurate record.

4. **OUTSTANDING REFERENCES**

The Board received a joint report of the Town Clerk and the Commissioner on the references outstanding from the last meeting of the Board.

RESOLVED- That the report be noted.

5. **COMMITTEE MINUTES**

a) Draft minutes of the Resource, Risk & Estates Committee

The Board received the public minutes and non-public summary of the Resource, Risk & Estates Committee meeting held on the 27th of May.

The Chair of the Committee drew the Board's attention to the comments in the minutes that there needed to be an effective establishment which was within budget, that it was considered to be a political priority that the budget is balanced. He also noted the issue regarding the Committee's concern over the City of London Police to adequately plan and execute capital spending projects, was also a priority.

RESOLVED- That the draft minutes be noted.

b) Draft minutes of the Professional Standards and Integrity Committee

The Board received the draft public minutes and non-public summary of the meeting of the Professional Standards and Integrity Committee held on the 25th of May.

RESOLVED- That the draft minutes be noted.

6. **CHAIR'S PUBLIC UPDATE**

The Board received the Chair's public update.

RESOLVED- That the report be noted.

7. **COMMISSIONER'S UPDATE**

The Board received the City of London Police Commissioner's public update. The Commissioner thanked staff at the City of London Police and the Corporation for their support over the period of extreme weather.

Following a Member's comment on press coverage regarding the response to fraud, the Commissioner reassured the Board that this was in a strong position with Government support and with the City of London Police's contribution, including its role as the National Lead Force for Fraud, the replacement system for Action Fraud and the Economic Crime Victim Care unit. Additionally, the importance of the public confidence in the fraud response system was recognised.

The Board were informed of the National Business Crime Centre and noted that a report with more information on this would be provided at the September meeting of the Board.

RESOLVED- That the report be noted.

8. **COLP REVENUE & CAPITAL OUTTURN - 2021/22**

The Board considered a report of the Commissioner on the City of London Police Revenue and Capital Outturn 2021/22.

A Member observed that the Force's workforce management was improving but there were still concerns over the Force's management of capital projects. The Board agreed that using reserves to resolve funding gaps was not a long-term solution to systemic issues.

The Deputy Chair highlighted the letter from the Chair and the Commissioner to the Commissioner of the Metropolitan Police regarding the impact of the Metropolitan Police's recruitment/ attraction award policy on other forces. Replying to the Deputy Chair's query it was confirmed that a full assessment of the impact of the national pay increases to the medium-term financial plan would be provided at the next meeting of the Resource, Risk and Estates Committee as part of the regular Quarterly Budget Monitoring Report.

It was confirmed that the impact of the vacancies on the Policing Plan had been completed and would be monitored going forward.

RESOLVED- That: -

- I. That Members noted the report; and
- II. That the proposed allocation of the £2m underspend to the General Reserve, along with the consolidation of other earmarked reserves into General Reserve as highlighted be approved.

9. **PUBLIC ORDER BILL**

The Board received a report of the Remembrancer regarding the Public Order Bill.

Following a Member's query it was clarified that Officers were not aware of any concerns voiced during the Parliamentary processes at this stage but that it would be confirmed if this understanding was not correct.

The Board noted that whilst the increased powers in the Bill were a useful tool, for public order policing, appropriate proportionality and caution in their use was important to maintain positive relationship with the public.

RESOLVED- That the report be noted.

10. ONLINE SAFETY BILL - FRAUD PROVISIONS

The Board received a report of the Remembrancer regarding the Online Safety Bill.

The Deputy Chairman noted his disappointment regarding the delay in the progression of the Bill.

A Member suggested that the Force build in measures to combat online safety, as far as was possible, without waiting for the Bill to be approved. In response it was confirmed that actions were in place to disrupt illegal advertising and prevent online fraud.

Replying to a Member's concern, it was confirmed that the Bill would not create new crimes but identifies them in the online space which, whilst it would increase the Force's workload in the short term, the Commissioner noted that the new legislation once passed, would mean offences could be dealt with more expeditiously. It will require further training and methods of response. Members noted that it was important to place the responsibility on the relevant content provider

RESOLVED- That the report be noted.

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

There were no questions.

12. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

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

13. EXCLUSION OF THE PUBLIC

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

Item No.	Paragraph(s) in Schedule 12A
16, 17, 18, 21, 28	1
14, 15, 19, 20, 22, 23, 24, 27	3

14. NON-PUBLIC MINUTES

The Board considered the draft non-public minutes of the Police Authority Board meeting held on the 30th of June 2022.

RESOLVED – That the public minutes of the Police Authority Board meeting held on 30th of June be approved as an accurate record.

15. 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.

16. CHAIR'S NON-PUBLIC UPDATE

There was no further update from the Chair in the non-public session.

17. COMMISSIONER'S UPDATES

The Board received the Commissioner's non-public update.

RESOLVED- That the report be noted.

18. EXTERNAL MEMBER APPOINTMENTS

The Board considered a report of the Town Clerk on the External Member Appointment.

RESOLVED- That the report be approved.

19. FUTURE POLICE ESTATE PORTFOLIO: FUNDING

The Board received a joint report of the Commissioner and City Surveyor on the Future Police Estate Portfolio funding.

RESOLVED- That the report be noted.

20. ANNUAL HEALTH AND SAFETY UPDATE 2021-22

The Board received a report of the Commissioner on the Annual Health and Safety update.

RESOLVED- That the report be noted.

**21. GATEWAY 5 AUTHORITY TO START
WORK_BISHOPSGATE_ARMOURY_PROJECT_JULY 2022 FINAL
RESOLVED-** That the report be withdrawn.

**22. CITY OF LONDON POLICE - HORSEBOX REPLACEMENT PROJECT
2022/23**

RESOLVED- That the report be withdrawn.

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

RESOLVED- That the report be withdrawn.

24. GW3-4 IN CAR AUDIO VISUAL-OPTIONS APPRAISAL

RESOLVED- That the report be withdrawn.

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

There were no questions.

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

a) Draft minutes of the Resource, Risk & Estates Committee

The Board received the non-public minutes of the Resource, Risk & Estates Committee meeting held on the 27th of May.

RESOLVED- That the draft minutes be noted.

c) Draft minutes of the Professional Standards and Integrity Committee

The Board received the draft non-public minutes of the meeting of the Professional Standards and Integrity Committee held on the 25th of May.

RESOLVED- That the draft minutes be noted.

28. MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET, E1 7AD

The Board considered a report of the Commissioner on the City of London Police Vehicle Fleet Improvement Programme 2022/23.

RESOLVED- That the report be noted.

29. CONFIDENTIAL APPENDIX: EXTERNAL MEMBER APPOINTMENTS

The Board received the non-public appendix read in conjunction with Item 18.

RESOLVED- That the report be noted.

The meeting ended at 11.21 am

Chair

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

City of London Police Authority Board – Public Outstanding References

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	Complete -Report on agenda.
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	Complete -Report on agenda.
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	Complete -Report on agenda.

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RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Monday, 5 September 2022

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at
Committee Room 2 - 2nd Floor West Wing, Guildhall on Monday, 5 September 2022 at
10.00 am

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy James Thomson
Alderman Professor Emma Edhem
Deputy Randall Anderson
Martha Grekos
Adrian Hanstock (External Member)

In attendance:

Michael Mitchell

In attendance virtually:

Andrew Lentin

Officers:

Richard Holt	- Town Clerk's Department
Matthew Lock	- Head of Internal Audit
Paul Betts	- Assistant Commissioner, City of London Police
Mari Ladu	- Chief Operating Officer, City of London Police
Martin O'Regan	- City of London Police
Alix Newbold	- Interim Director, Police Authority Team
Alistair Cook	- Head, Police Authority Finance and Force CFO
Gary Brailsford-Hart	- City of London Police
Emma Cunnington	- City of London Police
Hayley Williams	- City of London Police
Kelly Harris	- City of London Police
Paul Adams	- City of London Police

1. APOLOGIES

Apologies were received from Martha Grekos, Dawn Wight, Helen Fentimen and the Deputy Chair Tijs Broeke.

The Chair noted that it was the first meeting of the Committee for newly appointed Chief Operating Officer and the Deputy Chief Finance Officer City of London Police. These Officers introduced themselves to the Committee and provided a short

presentation on their experience. The Chair noted he was happy to see the upskilling of these key areas.

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

There were no declarations received.

3. **MINUTES**

The Committee considered the draft public minutes of the last meeting of the Resource, Risk and Estates Committee held on the 27th of May 2022.

The Town Clerk noted that Martin O'Regan had been in attendance and that the record would be updated accordingly.

The Chair observed that the key conclusions from the previous meeting of the Committee were that there was a requirement for City of London Police to achieve an effective establishment which was within budget, prudent financial management of the Force was a political priority for the Committee and that there continued to be concern regarding the management of capital projects spending.

RESOLVED- That the public minutes of the Resource, Risk and Estates Committee meeting held on the 27th of May 2022 be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

The Committee received a joint report of the Town Clerk and Commissioner on the outstanding actions from the last meeting of the Committee.

RESOLVED- That the report be noted.

5. ***CITY OF LONDON POLICE (COLP) BUSINESS PLANNING PROCESS REVIEW**

The Committee received a report of the Commissioner on the City of London Police Business Planning Process Review.

The Chair noted that he continued to have concerns on the connection between the Policing Plan and staffing numbers. In addition, the Chair noted that it was important that outcomes from the City of London Corporation projects process review be incorporated effectively into the process for police projects management. The Chair of the Police Authority Board commented that it was vital that all the various policy documents were appropriately interconnected and, in response to an Officer's suggestion, agreed that early engagement with Police Authority Board on the City of London Policing Plan for 2023-24 would be appreciated.

Responding to a Committee Member's question Officers noted that the HMICFRS Force Management Statement needed to, as far as possible, bring benefit and operational value to the Force.

Officers confirmed that this was the first year of the Business Plan so it was expected that the process would be improved and made more efficient going forward. The Force would take learnings from this year's process to feed into future years. The Chair

observed that it was important to ensure that process was not considered more important than outcome.

RESOVLED- That the report be noted.

6. ***Q1 REVENUE AND CAPITAL BUDGET MONITORING**

The Committee received a report of the Commissioner on the Q1 Revenue & Capital Budget Monitoring 2022/23.

Introducing the report Officers noted that there were significant financial pressures and risks for the Revenue and Capital Budget which would need to be considered going forward. Moreover, it was observed that there were considerable financial pressures on the previous position reported in June on the Medium-Term Financial Plan. The Chair commented that he was happy with the progress on the Q1 Revenue and Capital Budget noting that some of the risks were not fully mitigatable. It was highlighted that, as the seventy three percent of the City of London Police's budget was spent on staffing, the proposed pay deal and inflation were key risks to manage.

The Chair highlighted the Operational Property and Projects Sub-Committee decision for all projects to be reviewed in relation to inflationary pressures and, therefore, the potential effect on some police related projects.

The Police Authority Board Chair commented that there needed to be oversight role for the Board and the Resource, Risk and Estates Committee to determine how Proceeds of Crime Act (POCA) funds were allocated. It was agreed that a report on the governance of the POCA funds would be presented to November meeting of the Committee as part of the MTFP update due to that meeting.

RESOLVED- That the report be noted.

7. ***Q1 WORKFORCE /HR MONITORING REPORT- 2022-23**

The Committee received a report of the Commissioner on the Q1 Workforce /HR Monitoring Report- 2022-23.

In response to concerns expressed by the Committee, Officers explained the measures undertaken to mitigate operational impact of any staffing areas currently understrength.

The Committee discussed the comparatively poor diversity levels within the City of London Police in comparison to other UK Police Forces and requested that suggestions on how best to tackle this issue be prepared for consideration by the Professional Standard's and Integrity Committee. Officers responded to say that the Force was doing everything that it could to attract recruits from diverse backgrounds as part of the Police Uplift Programme and the intakes in August 2022 had a high percentage of ethnic minorities. It was also emphasised by Officers that the pool from which the Force was recruiting, was the same for all forces nationally and that is part of the problem.

Following a suggestion by a Member of the Committee for secondment options for pupil barristers into the City of London Police officers confirmed that the Force was already exploring this as part of the Police uplift Programme Engagement.

RESOLVED- That the report be noted.

8. ***CHIEF FINANCE OFFICER (CFO) UPDATE**

The Committee received a report of the Commissioner providing the Chief Finance Officer's update.

The Police Authority Board Chair commented that it would be helpful for the newly appointed Force Chief Operating Officer to also provide an update to the Committee in future either by way of a separate report or contributing to the Chief Finance Officer's report.

RESOLVED- That the report be noted.

9. ***INTERNAL AUDIT UPDATE**

The Committee received a report of the Head of Internal Audit on the Internal Audit Update.

RESOLVED- That the report be noted.

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

The Committee received a report of the Commissioner on the City of London Police Risk Update.

Responding to a query from a Member of the Committee it was confirmed that the change in the risk scoring was to ensure that the Force's risks were in line with the City of London Corporation's risk register format.

RESOLVED- That the report be noted.

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

There were no questions received in the public session.

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

There was no urgent business considered in the public session.

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.

Item No.

14-18

19

Paragraph No.

3

3 & 7

14. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the Resource Risk and Estates Committee meeting held on the 27th of May.

RESOLVED- That the non-public minutes of the Resource Risk and Estates Committee meeting held on the 27th of May be approved as an accurate record.

15. **NON-PUBLIC OUTSTANDING REFERENCES**

The Committee received a joint report of Commissioner and Town Clerk on the non-public actions outstanding from the last meeting of the Committee.

RESOLVED- That the report be noted.

16. ***FUTURE POLICE ESTATE PORTFOLIO UPDATE**

The Committee received a joint report of the Commissioner and City Surveyor on the Future Police Estate Portfolio Update.

RESOLVED- That the report be noted

17. ***PACCTS / NPCC JOINT BUDGET SURVEY, 2022/23**

The Committee received a report of the Commissioner on the PACCTS/ NPCC Joint Budget Survey.

RESOLVED- That the report be noted.

18. ***CITY OF LONDON POLICE RETENTION MEASURES**

The Committee received a report of the Commissioner on the City of London Police Retention Measures.

RESOLVED- That the report be noted.

19. ***SECURITY REPORT: INFORMATION SECURITY RISKS (DEEP DIVE)**

The Committee received a report of the Commissioner which provided the Security report on the Information Security Risks.

RESOLVED- That the report be noted.

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

There were no questions received in the non-public session.

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

There was one item of urgent business considered in the non-public session.

The meeting ended at 11:55

Chair

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

Committee(s): Police Authority Board	Dated: September 2022
Subject: Chair's Update	Public
Report of: James Thomson	For Information

Queen Elizabeth II

The Police Authority mourns the passing of Queen Elizabeth II on 8 September.

Supporting the Crown is a fundamental cornerstone of British policing. All police officers starting their careers over the last 70 years will have pledged to serve the Queen in the office of constable. Since Her late Majesty's coronation City officers have policed three Royal Jubilees and the many events in the City attended by Her late Majesty. During a 70 year reign, Her late Majesty provided assent for the appointment of 10 City of London Police Commissioners, in accordance with the City of London Police Act 1839.

The Police Authority is grateful to City of London Police officers who continue to serve as part of a major policing operation to keep London safe and secure as the nation mourns Her late Majesty and prepares for the accession of His Royal Highness the Prince of Wales to the throne.

Police Authority Board Dinner

Prior to the news of the passing of Queen Elizabeth II and the subsequent cancellation of the dinner, a small reception hosted approx. 50-60 guests and some useful connections were made. The Police Authority will be considering whether to organise a postponed dinner later this year.

Online Safety Bill

Chairs of Police Authority Board and Policy & Resources have co-signed a letter arranged by Which to highlight an urgent need for the new Government to progress the Online Safety Bill to protect people from fraud.

Cyber Security Member's Briefing

Given cyber resilience is critical to the UK's competitiveness and everyone has a part to play in ensuring the City is a safe place to do business, the Police Authority is hosting a Cyber Griffin briefing for all Members on Tuesday 18 October at 8.30-10.30am. Founded by the City of London Police in 2017 with funding from the Corporation, Cyber Griffin is an initiative that supports businesses and individuals in the Square Mile to protect themselves from cyber crime, free of charge. The briefing will also provide an insight into the wider services offered by Cyber Griffin which could be of benefit to the individuals and companies in the City. Content is certified by the National Cyber Security Centre. All Members are encouraged to attend.

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Agenda Item 7

Committee(s): Police Authority Board	Dated: 27 September 2022
Subject: Commissioner's Update- September 2022	Public
Which outcomes in the <i>City Corporation's Corporate Plan</i> 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 78-22	For Information
Report author: Angela McLaren, Commissioner of Police	

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.

Recommendation(s)

Members are asked to note the report.

Police Authority Board – Commissioner’s Verbal Update – 27/9/22

Public Update – Commissioner

Operation London Bridge

- With the sad passing of Her Majesty the Queen, the City of London Police mobilised as part of Op London Bridge. Part of the early focus of the operation occurred in the City of London itself and a number of staff and officers have proudly supported this. Work continues supporting the wider London Operation.

Minister Changes

- Due to the new Prime Minister being successful in her campaign there has been a cabinet reshuffle resulting in changes to the Security Minister and Policing Minister. Details are still to be formalised. Efforts will be made to engage with both so that they have a good understanding of the work the City of London Police carry out and lead on locally and nationally in the Economic and Cybercrime space.

New Chief Operating Officer (COO)

- Mari Ladu joined the Chief Officer Team as COO in August. Mari began her career in the private sector, working for large international organisations such as the Financial Times and Air France. She moved into the public sector in 2013 where she worked as a senior consultant in local government for several years. More recently, Mari worked for both the NHS and as part of an executive team in the independent healthcare sector. Mari specialises in leading and transforming corporate services and is passionate about developing people and improving processes and services to provide better outcomes for the public. We are very pleased to have her with us.

Public Update – Operations and Security

Counter Terrorism

- A Prevent seminar is running in November for key City community members and partners promoting the Prevent scheme. Keynote speakers include Nichola Benyahia, whose son became radicalised before traveling to Syria and losing his life, and Mike Shoesmith who was at the Borough Market/London Bridge attacks and now campaigns for countering extremism
- Our Counter Terrorism Security Advisors (CTSAs), who provide advice and guidance on all aspects of CT protective security participated in Op Sentry which was a joint working exercise led by the Security Industry Authority involving emergency services, licensed premises and security stakeholders. Two terrorist attacks were simulated to test the on-site response. CTSAs provided feedback and learning at the conclusion of the exercises.

Local Policing Task Force

- Operation Niven continues to lower occurrences of phone snatch offences utilising a joint Protect, Prepare, Prevent & Pursue strategy under a designated command structure. Our Pro-active Crime Team are leading the way with multiple arrests and investigative leads.
- Public Order resources from our Support Group were deployed throughout London as part of Op Benbow in support of the policing operation for Just Stop Oil and XR protests.

Sector Policing

- Our latest Operation Reframe which focuses on policing our night-time economy and vulnerability was held on 25th August. 27 licensed premises were visited, and medical attention was provided to injured members of the public and two vulnerable individuals. We worked alongside several partner agencies who were visited by over 50 members of the public at our hub outside Liverpool Street Station. The introduction of a drugs dog discovered 4 persons in possession of drugs
- On Thursday 21st July officers deployed at the Beech Street/Aldersgate Street junction addressing poor road user behaviour (namely cyclists and e-scooter riders on pavements and going through the lights at pedestrian crossings) as this has been raised by residents as a concern.

- Dedicated Ward Officer's continue efforts under Op Luscombe to support homeless persons to reduce begging and associated anti-social behaviour.

Professionalism & Trust

- Work continues on the National Race Action Plan and VAWG plan.
- AC Betts is currently chairing a Gold Group in response to our heavy demand on vetting caused by recruitment in a number of areas including the national police officer uplift.
- Armed Forces Recognition - We are proud that the work we have done to date supporting and recognising our armed forces and veterans in CoLP has been recognised with the Bronze award from the Ministry of Defence Employer Recognition Scheme and we will continue to work towards the level of Silver and Gold.

Police Uplift

- CoLP headcount is currently 924. There have been 7 leavers in August (6 retirements and 1 voluntary resignation).
- The uplift continues to go well, but there are still significant challenges. The plan is being reprofiled to take account of these and the fact that we are approaching our half-way point through the year.

Notable Work

- A suspect for an attempted murder has been charged and remanded. The suspect allegedly drove a vehicle at people following an altercation in a nightclub.
- A suspect who allegedly stabbed a homeless male in the neck has been charged and remanded.
- On 5th August, a suspect was arrested who allegedly had over 6000 images of women and female children he had taken on the street. He has been charged with a number of offences. Officers worked through the night to get him charged and to court the next day where he was remanded in custody
- On 27th August, the Pro-active Crime Team (PCT) and MPS arrested a prolific offender at an address who was found in possession of 17 mobile phones, with two of these linked to phone snatches in the City. They were also charged and remanded.
- On 4th September, the PCT arrested 3 suspects at an address after tracking a stolen mobile phone, 187 further phones were recovered. Further information linked suspects to a mobile phone shop in Hackney where several hundred more phones were seized

Police Authority Board – Commissioner's Verbal Update – 27/09/22

Public Update – National Lead Force

Notable Work/Media

National Co-Ordinator's office

- The PECTS(Proactive Economic Crime Teams based in the regions) are now well underway. Seven are up and running and there have now been 13 charges brought by the teams, with the Eastern Region being particularly productive.
- The City Police has submitted several bids alongside partners to the Economic Crime Levy, a government fund to finance work and new ideas combatting economic crime and money laundering. Amongst these bids are plans for a new anti-corruption unit, a money laundering support unit that will improve the management of seized (non-cash) assets, and a significant contribution to the anti-money laundering programme to support an uplift in the regional networks and central intelligence resources to drive and combat money mule activity. This work has also seen close collaboration with the National Crime Agency (NCA), Home Office and the NECC (National Economic Crime Centre) in order recruit, train and retain financial investigators. Whilst we await the outcome of the bids, we are working with other agencies to ensure any increases in capacity and capability will work collaboratively and improve the overall effectiveness of the system.
- The force is working with the NECC to develop a new People Strategy which is focussing on recruiting and retaining trained staff to meet the increasing demands.

National Lead Force (NLF)

- Operation Downburst, a £20million investment fraud with 400 victims has been charged and has a trial date in mid-2023. This will be a significant trial and likely to attract media attention.
- Assistance was provided to Surrey Police in relation to a case involving 180+ victims, Surrey Police could not facilitate adequate victim care and the City Police Victim Care Unit stepped in to assist with safeguarding.

Dedicated Card and Payment Crime Unit (DCPCU)

- The team successfully convicted an individual who was running an online system that was supplying criminals with the ability to harvest victim information in the course of frauds. It was believed this person was the facilitator in hundreds of frauds against individuals. They received four years and eight months custodial sentence.

Insurance Fraud Enforcement Dept (IFED)

- A male was convicted of a complex £75k insurance fraud that targeted 6 different insurance companies in a travel fraud. He received 16 months custody.

Police Intellectual Property Crime Unit (PIPCU)

- Op Stirling is a very high-profile hacking case which involved A-List global music artists and 4500 digital drop boxes being hacked and unreleased music stolen and sold. The case saw US law enforcement assist the team and large amounts of industry attention. The defendant is now awaiting sentencing.
- Op Bloxwich – World Cup 2022, engagements commence with the Intellectual Property Office (IPO), border force and brands involved in the world cup to arrange activity to protect UK brands at risk from IP crime related to the world cup.

ACTION FRAUD

- Detective Chief Superintendent Shaw is meeting with the PCC lead for Economic Crime and Fraud, Mark Shelford, to discuss Action Fraud and NFIB assessment criteria and the plans and progression of the new Action Fraud platform.
- The procurement process is now in the very final stages of reviewing the bids. A result is now expected in November at the latest.
- Action Fraud Call Handlers- Current Situation- Director of Service Delivery for FCCRAS will give a verbal update at the PAB with a fully up to date position in the Non-Public session.

National Economic Crime Victim Care Unit (NEVCU)

- The NEVCU has secured funding to expand the level 2 service (support vulnerable victims) from April 2023. Force engagement on a national basis is ongoing.

National Fraud Intelligence Bureau (NFIB)

- NFIB Cyber is moving to a daily review of allegations of crime from 12th September 2022. This will improve the delays between reporting/recording and dissemination. Reports will now be reviewed within one day instead of seven.
- NFIB Crime is baselining the volume of crimes which have a vulnerability element and then matching this to solvability criteria to prioritise cases for review, and where appropriate, disseminate for action. This also includes vulnerability assessments for Modern Slavery and Children's Act principles as a second new feature.

Notable Work/Media

- IFED has launched a travel fraud campaign to educate the public. This will end in a period of enforcement activity in September.
- Representative of IFED was interviewed on BBC One's This Morning in mid-July.
- DCPCU is soon to appear on the BBC 'Big Little Crimes' programme and also BBC Defenders having completed filming for them.

Angela McLaren
Commissioner
City of London Police

Committee(s): Resource Risk and Estates Committee Police Authority Board	Dated: 05 September 2022 27 September 2022
Subject: City of London Police (CoLP) Business Planning Process Review	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 57-22	For Information
Report author: Emma Cunnington, Head of Strategic Development	

Summary

The Force has been working to develop a new Business Planning Process to better align financial and workforce planning, along with change activities, to the delivery of the Policing Plan priorities.

This new process will also enable the Force to produce a number of strategic products from a single data set including the HMICFRS Force Management Statement and the CoLP Annual Report which reports on the previous year's performance.

This new process has been presented internally at a Senior Leaders Forum on 28 July 2022 and has been approved by the Chief Officer Team. The Head of Strategic Development is currently working to implement the new process with Business Leads and Directorate Heads, as well as the Chief Finance Officer and Director of HR within the City of London Police. The Head of Strategic Development has also worked closely with the Corporate Strategy and Performance Team within the City of London Corporation to align processes, templates and guidance where possible.

Members will continue to be involved in the annual refresh of the City of London Policing Plan as part of the cycle.

The current thinking on process is presented in the attached appendix for Members' information.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. Members will be aware the Policing Plan is developed and implemented on a 3-year period. The latest Policing Plan being developed by the new Commissioner in January 2022 for the period 2022-2025. These plans are subject to an annual refresh. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans.¹
2. Whilst the process to inform the Policing Plan has continued in the same vein for a number of years, it has been noted that there has been a significant disjoint between delivery of the Policing Plan priorities and workforce and financial planning. The Force has been working on a new business planning process which will aim to resolve these issues.

Current Position

3. The new process was presented to the Force Senior Leaders Forum on the 28 July 2022, following which an internal working group has been set up to develop the detailed templates and guidance. This has been meeting fortnightly over the Summer and into September and the intention is to hold an internal Business Planning Forum with all officers and staff involved in the process at the end of September. The Chief Officer Team has agreed the new process.
4. The main objective of introducing the new process is to ensure that there are Business Plans in place for each business area with clear and evidenced links between financial planning, workforce planning and delivery of the Policing Plan priorities.
5. An additional benefit of the new model is to put in place a process to collect and collate relevant data and information for a number of strategic products, including HMICFRS Force Management Statement, the CoLP Annual Report and a number of returns for equality and diversity data, amongst others. This will reduce the bureaucratic burden on the operational directorates by reducing the number of requests they get to provide data and information. This process will also ensure a single version of the truth.

Corporate & Strategic Implications –

6. Strategic implications – The new process supports delivery of the City of London Policing Plan:
 - Keep those who live, work, and visit the city safe and feeling safe
 - Protect the UK from the threat of economic and cybercrime
 - Put the victim at the heart of everything we do
7. Financial implications - no specific financial implications other than opportunity cost savings of less time spent by Directorates producing repeat data requests.
8. Resource implications – none.

¹ Police Reform and Social Responsibility Act 2011

9. Legal implications - the process still complies with relevant legislation relating to the production of a Policing Plan
10. Risk implications - none.
11. Equalities implications – The new process poses no adverse impacts for those protected by the Equality Act.
12. Climate implications – none.
13. Security implications – none.

Conclusion

14. This is a significant change in approach for the Force and whilst it will require time to bed in, it will improve the way in which the Force is able to link all planning processes and demonstrate that its financial planning, workforce planning, change activities and service delivery are clearly linked.

Appendices

- Appendix 1 – CoLP Business Planning Process Review

Emma Cunningham

Head of Strategic Development
City of London Police

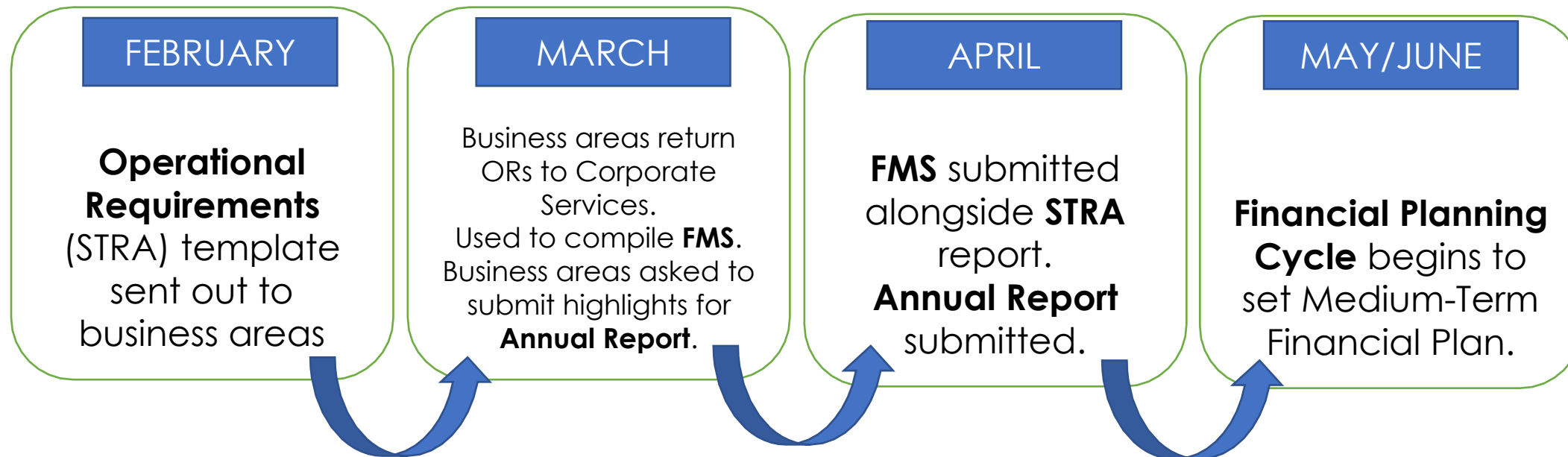
E: emma.cunnington@cityoflondon.police.uk

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Business Plan Process Review



Current Process



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Issues with current process:

- Unclear how workforce planning (currently undertaken separately by HR) links in with business planning process
- Where do business areas link their work with Policing Plan?
- Multiple requests from Corporate Services to business areas in short space of time, taking business areas away from critical front line work
- Lack of consistency in returns from business areas
- Data modelling to predict demand is often lacking or inconsistently detailed/accurate

Learning from other forces

We have reached out to find out how other forces are doing in the business planning space:

- Sussex
- Cambridge
- Cumbria
- Dyfed-Powys
- West Yorkshire
- Metropolitan Police
- South Yorkshire



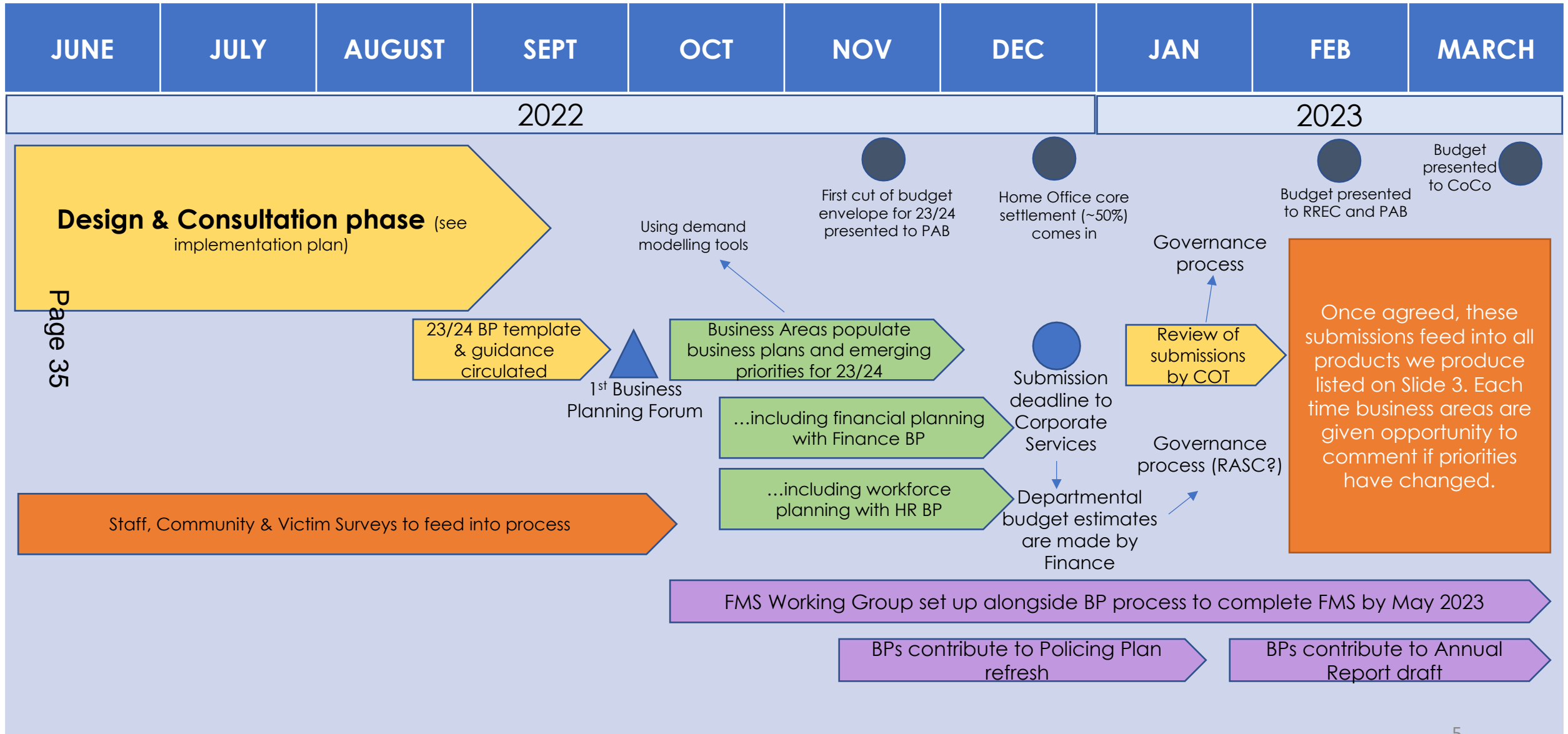
Proposed New Process

One comprehensive business planning cycle that can be used for:

- Policing Plan & Annual Report
- Operational Requirements
- Force Management Statement
- Medium Term Financial Plan
- Demand Modelling
- Workforce Plans
- Capturing Corporate Risks & Issues
- Equalities Monitoring
- Simple HMICFRS Returns
- Feeding into cross-cutting strategies with partners, e.g. Safer City Partnership
- Ad hoc requests for strategic narratives / bids to Govt, etc

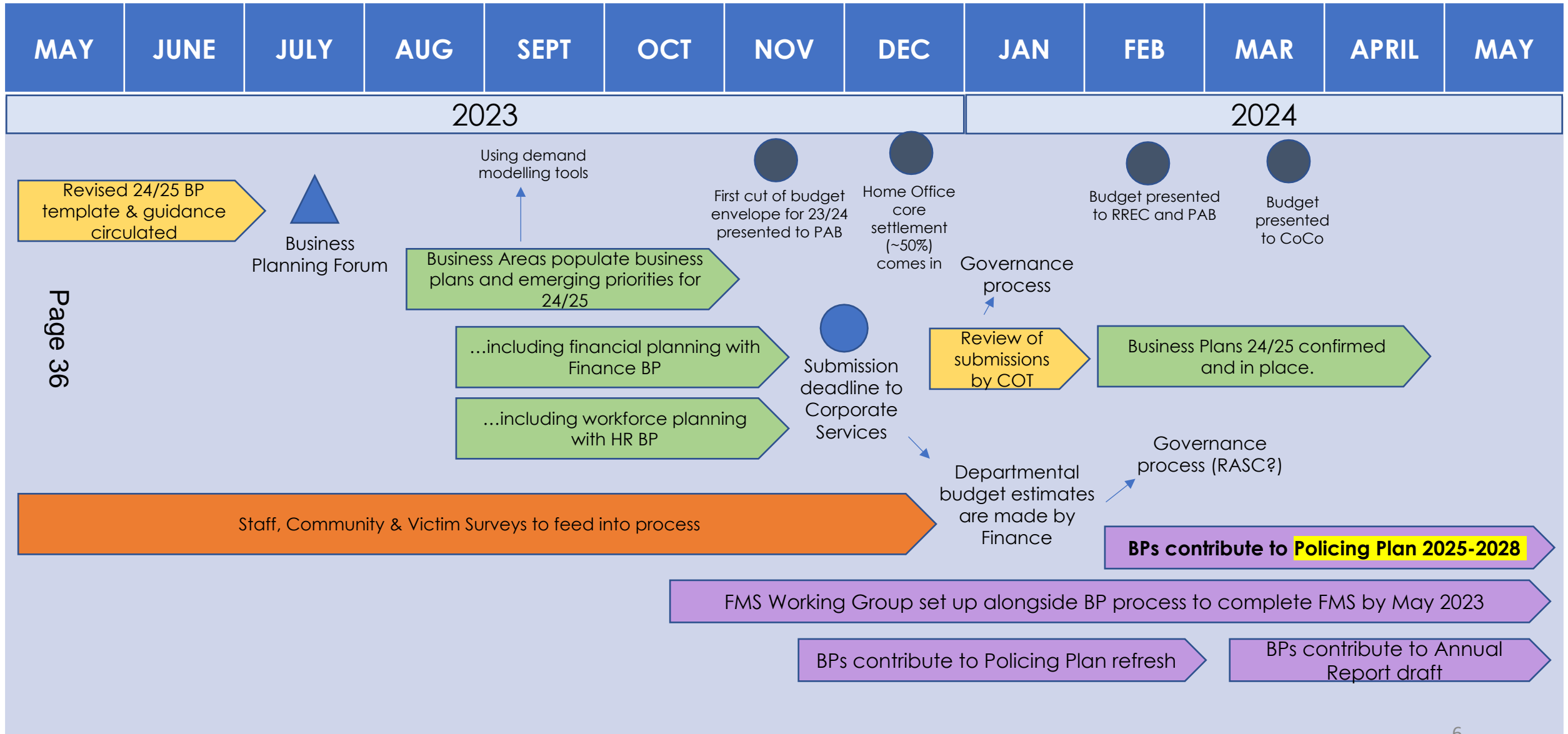
New Process In Action – This year*

*this process prepares us for 23/24 Business Plans



New Process In Action – Next year*

*this process prepares us for 24/25 Business Plans





Benefits

- ✓ Better understanding of how initiatives run by business areas contribute to Policing Plan at a strategic level
- ✓ Better comparator of performance across business areas for Chief Officer Team
- ✓ More efficient for Corporate Services and Business Areas
- ✓ One source of truth
- ✓ Truly holistic approach that brings together strategy, spend and people
- ✓ Break down silos and help everyone see how they contribute to the whole Force
- ✓ Aligns the Force with the City Corporation's business planning cycle
- ✓ Improved scrutiny of our work from Police Authority

Implementation Plan

EARLY JULY

Kick off meeting
with Chief Officer
Team

JULY

Working Group
set up (to meet
fortnightly)

JULY/ AUGUST

Business Plan
Template and
Guidance drawn
up

AUGUST

Consultation
sessions to be
held with Chief
Supts and Supts

AUG / SEPT

Business Plan
Contacts in each
business area
identified

SEPTEMBER

Internal Comms
issued and
regularly
repeated to
whole Force

LATE SEPT

Business Plan
Forum set up and
first meeting held

OCTOBER

Template and
guidance issued,
and deadline set

OCT/NOV

Business areas
write business
plans and
consult internally
and with external
stakeholders

DECEMBER

Corporate Services
Review first submission
of new process and
make
recommendations to
improve process to COT
and Business Plan Forum
where necessary

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Committee(s): Resources, Risk & Estates Committee (RREC) Police Authority Board (PAB)	Dated: 05/09/2022 27/09/2022
Subject: Q1 Revenue & Capital Budget Monitoring, 2022/23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N
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 58-22	For Information
Report author: Chief Finance Officer & Deputy CFO	

Summary

This report provides an early-year review of progress against the Force's revenue and capital budgets. A wide range of dynamic variables, particularly in the current environment, makes forecasting challenging at this point in the cycle and forecast confidence levels will increase as we move through Q2 and Q3. Also, while this paper follows the pattern of previous quarterly reports, it is proposed to transition towards dashboard and PowerPoint-style reporting from Q2. A first cut, high-level example of a potential dashboard is illustrated in Appendix 1, which brings together workforce and financial plans and progress – and will be developed further.

The overall Q1 projection is that the Force will outturn within its revenue budget envelope for 2022/23. However, within that are some significant fluctuations and the risks from this of tipping into an overall overspend position will require careful management. Pay underspends provide the main financial opportunity, particularly with officer levels being below the Year 3 Uplift target for much of the year. Offsetting pressures and risks include officer and staff pay deals being higher than budgeted, possible need to implement retention measures, increasing Action Fraud demand and TfL funding reduction. While CoLP will endeavour to absorb pressures within the 2022/23 budgetary envelope, elements such as higher inflation will increase downstream pressure on the Police Medium Term Financial Plan (MTFP) which may well require a case for drawdown from reserves and potentially other measures.

The budget approved by PAB in February has been allocated against a revised cost centre structure linked to the new Operating Model. With the scale of this change and number of recent vacancies in Finance, significant work is required on recoding to enable completeness of financial reporting by business area.

The early year prognosis is that the Force will achieve its £6.1m mitigations target, however further assessment will be needed for Q2 and Q3 to provide appropriately

robust assurance on this forecast. The report also highlights some risks to delivery of mitigations.

Pending a review of the CoLP Change Portfolio, £6.9m capital budget and funding (inclusive of £3m Home Office funding) has been allocated for Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS), fleet replacement and a small number of other near-term priorities. It is expected that this budget will be fully spent or committed in year.

The report offers proposals around the governance over the use of Proceeds of Crime Act (POCA) funding between the Force and Police Authority (section 7).

A £1m budget for the Police Authority was approved for 22/23, funded from part of the Business Rate Premium increase. Work is being finalised to recode appropriate costs to support financial reporting against this budget from Q2.

Recommendation

Members are asked to note the report.

Main Report

1 Chief Officer Cash Limit Budget

- 1.1 Funding and income for 2022/23 totals £170.6m as shown in Table 1 below. To deliver against the CoLP's 2022/23 Policing Plan priorities, the budget was set to fund 993 officers and 516 staff less an assumed natural vacancy factor. This includes the Home Office's year 3 funded uplift of 59 officers. Funding / income has increased from the £163.8m which was approved by PAB in February 2022 as part of the budget settling process. This is due to recognition of funding for Cyber Lead Force and ROCUs (which were treated as 'net nil' in the budget setting paper), offset by corresponding expenditure.

Table 1 – Funding Streams

Funding	£'000	%
Core grant	74,329	44%
Business Rates Premium	20,200	12%
Specific Government Grants	59,966	35%
Partnership Funding	13,915	8%
Fees and charges	3,366	2%
Corporation - Contact Centre	680	0%
Corporation - Cyber Griffin BPR	700	0%
Use of POCA Reserve	500	0%
Capital Financing	(3,080)	
Total Funding and Income	170,576	

- 1.2 The items shown in Table 1 above provide the Gross Budget. The Core Grant and funding from City of London Corporation (CoLC) is held by the Police Authority until the end of the financial year, providing an in-year Net Budget of £92.8m, after adjusting for capital financing (£0.58m) and Action Fraud loan repayment (£2.5m) totalling £3.1m. These costs are treated as negative financing for Local Authority budgeting.
- 1.3 Therefore, the Chief Officer Cash Limited Budget is £92.8m.
- 1.4 Table 2 summarises the 2022/23 net revenue budget, the projected year end outturn as at Q1 and variances to Q1 against the year-to-date budget. Underspends / positive variances are shown in brackets:

Table 2 – 2022/23 Revenue Budget

	22/23 Latest Budget	Budget YTD	Actual (Q1 YTD)	Variance YTD	Projected Outturn	Proj Variance
	£m	£m	£m	£m	£m	£m
Pay						
Officers	68.0	17.0	14.8	(2.2)	68.3	0.3
Staff	27.4	6.8	6.4	(0.4)	27.4	0.1
Overtime	2.3	0.6	0.5	(0.0)	2.3	0.0
Agency	0.8	0.2	0.1	(0.1)	0.8	0.0
Indirect employee costs	2.1	0.5	0.2	(0.3)	2.1	0.0
Pensions Contrib.	23.0	0.0	0.0	0.0	23.0	0.0
Total Pay	123.6	25.1	22.1	(3.0)	123.9	0.3
Non-Pay						
Premise Costs	2.7	0.7	2.3	1.6	2.6	(0.1)
Transport Costs	2.4	0.6	0.1	(0.5)	2.4	0.0
Supplies and Services	29.4	7.4	5.2	(2.2)	29.3	(0.1)
Third Party Payments	8.9	2.2	0.6	(1.6)	8.7	(0.1)
CoL Support Services	3.2	0.8	0.2	(0.6)	3.2	0.0
Capital Charges	0.5	0.0	0.0	0.0	0.5	0.0
Non-Pay	47.0	11.6	8.4	(3.3)	46.7	(0.3)
Total Expenditure	170.6	36.8	30.5	(6.3)	170.6	0.0
Income						
Specific Grant	(60.0)	(10.6)	(1.0)	9.6	(60.0)	0.0
Partnership	(13.9)	(1.9)	(1.9)	0.0	(13.9)	0.0
Fees & Charges	(3.4)	(1.1)	(1.1)	0.0	(3.4)	0.0
Transfer from Reserves	(0.5)	0.0	0.0	0.0	(0.5)	0.0
Total Income	(77.7)	(13.6)	(3.9)	9.7	(77.7)	0.0
Funding	(92.9)	(23.2)	(23.2)	0.0	(92.9)	0.1
Underlying Deficit	0.0	0.0	0.0	3.4	0.0	0.1

- 1.5 While a few small projected variances (final column of Table 2) have been replicated from the financial system, the Q1 forecast is, in all 'material' respects, to budget.
- 1.6 A wide range of dynamic variables, particularly in the current policing environment, makes forecasting particularly challenging at this point in the cycle – and forecast confidence levels will increase as we move through Q2 and Q3. These challenges include both officer and staff pay deals being higher than budgeted, the impact of general price inflation, officer recruitment and rank mix variations compared to budget, possible need to implement retention measures, increasing Action Fraud demand, the reduction of £1.2m TfL income from roads policing and ongoing pressures from premises costs. It is expected that pay underspends at Q1 will mitigate the financial impact of these challenges in 22/23 but, in future years, elements such as higher inflation will increase downstream pressure on the Police MTFP which may well necessitate a case for drawdown from reserves and potentially other measures.

Pay budget / workforce management

- 2.1 The pay budget constitutes 73% of the expenditure budget and provides for a current establishment of 1,509 FTE, comprising 993 Officers and 516 staff. The pay budget incorporates a natural vacancy factor of £2.5m (approximately equivalent to 40 posts) plus a £1m savings target. CoLP is undertaking Corporate Services and Staff reviews, with the objective of baselining an affordable and efficient staffing model.
- 2.2 Table 3 sets out the actual position by month for Q1 and a forward projection by month for the rest of the financial year. It should be noted that this is only a forecast; it is particularly difficult to predict exactly when posts will be filled due to the timing and success of recruitment campaigns, probationer intake, and the vetting process. It is also difficult to predict rate and timing of leavers.
- 2.3 The position is closely monitored via the Force's People Board, which meets monthly. All recruitment is approved by People Board after confirming funding is in place for each post.

Table 3 – Actual workforce numbers for Q1 and forward projections

	Month	Staff FTE	Officers FTE	Total
Actual	April	469	865	1334
	May	473	862	1335
	June	468	860	1328
Forecast	July	473	845	1318
	August	476	891	1367
	September	479	988	1467
	October	482	981	1463
	November	486	978	1464
	December	489	967	1456
	January	492	1027	1519
	February	495	1009	1504
	March	498	1004	1502

Calculation of budgeted officers per month = 993 – 25 natural vacancy factor = 968

Calculation of budgeted staff per month = 516 – 15 natural vacancy factor – 18 savings = 483

- 2.4 As noted above, pay budgets for Q1 are underspent by £3m. Of this £2.4m is attributable to direct pay underspends resulting from vacancies. Largely due to the recruitment timeline for officer uplift, the actual workforce paid in Q1 was significantly below establishment. Whilst officer numbers have been in line with profiled plans for Q1, the plans for August and September are for large intakes, which will be crucial to delivery of the Year 3 Uplift target. At the time of reporting, the August intake of 50 officers has been successfully achieved and the Q2 report will provide a firmer indication of progress. While the budget and operational model are based on establishment FTE numbers, the Home Office uplift targets are based on headcount. A comparison of officer FTE and head count is contained in the dashboard at Appendix 1.
- 2.5 **Officer Pay Award:** In July 2022 the Home Office announced that from September 2022 all police officers will receive a £1,900 salary uplift including a 5% increase in London Weighting, equivalent to a 5% pay award. The 2022/23 pay budget, however, provided for a 2% increase in officer pay plus 1% for an assumed average increase in spine point progression. Early estimates suggest that, based on full establishment less natural vacancy factor, the financial impact is an increase in officer pay of some £2.3m per annum.
- 2.6 The Home Office announced additional funding of £70m in 2022/23, £140m in 2023/24 and 2024/25 to assist with affordability and the CoLP share of the £70m in 2022/23 has been confirmed as £0.5m. The allocation will be in the form of an unringfenced grant in line with current funding formula shares although the allocation mechanism for future years has not yet been determined. Assuming, however, that the funding will continue to be allocated according to current formula shares, CoLP is likely to be awarded £1m in both 2023/24 and 2024/25 leaving a potential officer pay pressure of £1.3m per annum compared to the assumptions built into the Force's MTFP.

- 2.7 **Staff Pay Award:** City Corporation has proposed a £1,300 salary uplift for all staff from July 2022 in addition to a 3% increase in London Weighting. CoLP estimate that this provides an average increase of 2.76% for all graded staff. This compares with an assumed 1% pay increase and 1% average increase in spine point progression for 2022/23 which was built into the staff pay budget. Whilst this offer has been rejected by the Trade Unions, for planning purposes it is assumed that staff pay will increase by an average of 2.76% in this financial year. Initial estimates suggest the full year impact could be £0.5m per annum from 2023/24.
- 2.8 Notwithstanding the significant downstream MTFP impact of the pay deals being higher than anticipated, considering current officer workforce projections and pay underspends in Q1 to date, early indications suggest that the increase in pay for both officers and staff can be contained within 22/23 budgets. However, the position will need to be closely monitored.
- 2.9 **Other Pay Costs:** Overtime and Agency costs are currently forecast to budget at Q1. There continue to be increasing calls on overtime arising from a range of operations, events and planned demonstrations (including Jubilee, Commonwealth Games, Extinction Rebellion (XR) and major crime). While Home Office is reimbursing some of these costs, recharging of XR costs for example is dependent on achieving overtime thresholds which adds risk to the budget. Keeping 'net' overtime and agency costs within budget will contribute £0.8m to the mitigations plan for 2022/23 (Table 4).
- 2.10 **Police Uplift Programme:** additional funding for the Year 3 officer uplift of 59 was £3.3m, including a £1m ringfenced element for which the level of payment is dependent on outcome against target. This provides for officer salary, ERNIC¹ and superannuation costs along with a modest contribution to 'on costs'. While a range of 'on cost' budgets, particularly IT, have been uplifted, there is a risk of insufficient provision for elements such as extensive recruitment campaigns, probationer training, uniform and lockers which will need to continue to be monitored.

Non-Pay

- 3.1 Non-Pay comprises 27% of the expenditure budget, and the projection is that non-pay will outturn broadly in line with budget but again this will be subject to further refinement at Q2.
- 3.2 **Premises:** Q1 includes £1.7m of rates, £1.1m of which relates to New Street and is subject to an ongoing rating review by the Valuation Officer. An appeal has been made to reclassify New Street, with an outcome expected to be received in September and with potential savings of £0.5m per annum if successful. The premises budgets also include estate management cost for Bishopsgate, New Street, Guildhall Yard East (GYE). Based on prior year experience, there may well be some pressure on estates and facilities

¹ Earnings Related National Insurance Contributions

management budgets. Also, better intelligence on inflationary impacts for non-pay, particularly utilities and fuel costs (latter as part of Transport costs) should be available for future quarterly reports.

- 3.3 **Supplies and Services:** budgets include an increase for Action Fraud and National Fraud Intelligence Bureau (although there are further demand pressures to manage within this), along with costs for the National Cyber Security Programme, Economic Crime Capability and a range of operational costs. This shows an underspend at end of Q1 of £2.2m, which is mainly due to timing differences in the receipting of purchase orders for NLF activities £1.8m and the reversal of £474k of creditor accruals from 2021/22 relating to S22 costs (for collaborative services with the Met) which have not yet been invoiced.
- 3.4 While formal discussions with TfL on a likely £1.2m reduction in income post-dated the setting of the original 22/23 budget, this reduction has now been built into budgetary allocations. However, it does increase the pressure on other (particularly non-pay) budgets which will require careful management as the year progresses.

Mitigations/Savings Plans

- 4.1 Table 4 shows the breakdown of mitigations identified to deliver the £6.1m target for 2022/23. In-year progress against each line will be reported from Q2. The prognosis at this early point is that the Force will achieve its £6.1m target, although more robust forecasts will be brought forward in Q2 and Q3. While all the mitigations have been built into the budget to balance it, the comments section in the Table highlights some risks to their delivery.

Table 4 – Mitigation Plans

2022/23 Mitigations plan	Target £m	Forecast £m	Comments	RAG
Staff reductions / rank ratios through Corporate Services / Staff review	1.0	1.0	Risk of delay or failure to baseline an affordable and efficient staffing model through Corporate Services & Staff reviews is mitigated by holding staff vacancies where possible and appropriate. Staff costs within budget	
Increase in Precept Grant from Home Office	0.8	0.8	Achieved as part of the 22/23 Home Office funding settlement	
Reduction in capital financing costs due to prior year underspends on capital	0.8	0.8	To be assessed with Chamberlain's during Q2. Large capital underspends in 20/21 & 21/22 should support achievement of this 'one off' mitigation	
Savings on consumables	0.6	0.6	Removed from budgets. More robust assessment of deliverability to be undertaken for Q2	
Increased use of POCA reserve for appropriate areas of budget spend, supported by increase in seized assets	0.7	0.7	POCA / Op Neutron bidding process to identify £0.7m existing budget spend alongside bids for new money (Q2)	
Reduction in average pay costs due to probationer intake for Year 3 PUP	0.5	0.5	Removed from budgets. Potential for delivery risk depending on rank (and PC probationer vs transferee) mix of intakes. To review at Q2.	
Overtime reductions linked to Bank of England contract	0.5	0.5	Removed from budget. Will not be incurred for this purpose though other overtime pressures to be managed	
Agency staff	0.3	0.3	Removed from budgets. Stronger assessment of deliverability to be undertaken for Q2	
Professional fees	0.9	0.9	Removed from budgets. Stronger assessment of deliverability to be undertaken for Q2	
Total	6.1	6.1		

Income

- 5.1 Table 5 provides a breakdown of grant and income funding for 2022/23, split between National Lead Force funding streams and other, totalling £77.2m. In accordance with prior year reports minimal income is shown in Q1 although this is expected to increase from Q2 onwards. Apart from the reduction in TfL funding (now recognised in the budget), current projections indicate a high level of confidence in receipt from all funders in the current financial year.
- 5.2 The majority of grant income is received or accrued at the year-end, although steps will be taken to claim grant income earlier in the year wherever possible.
- 5.3 Work is in progress to provide an updated breakdown of 'people and money' allocations between core and funded services, which will support better

assessment of, for example, the level of cost recovery for funded work and where savings can and cannot be allocated between budgets. Further insight on this will be brought forward for Q2.

Table 5 – Breakdown of Income

Breakdown of Income, 22/23			
	£m		£m
National Lead Force		Other Income	
NLF Fraud	2.25	Pensions Deficit Grant	23.0
NLF Cyber	4.5	CT, Servator, Special Branch	8.7
Action Fraud / NFIB	12.0	TfL	1.2
Funded Units	10.8	POCA	1.0
EC Capability	2.7	Bridge House Estates	0.3
Fraud Reform	2.6	Other	2.4
EC Victim Care	2.2	Total Other Income	36.6
ROCU officers	2.2		
Economic Crime Academy	1.2		
Protect grant	0.7		
Total NFL	41.1	Total Income	77.7

Capital Programme

- 6.1 As previously reported, there are two elements to the CoLP Capital Programme; (i) legacy schemes approved prior to 2020/21, funded by the Corporation of London and significantly progressed through their lifecycles, and (ii) Police capital priorities approved through a loan facility from the Corporation from 2020/21 and onwards. CoLP will also be a major beneficiary of the Corporation's Combined Courts & Police Accommodation – and Secure City – Programmes.
- 6.2 CoLP is currently undertaking a review of its capital portfolio against the change roadmap set out in the 22/23 Policing Plan (alongside playing into the Capital Programme review by Operation Property & Projects Sub-Committee as appropriate). 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. In the interim a request was made and approved at Resource Allocation Sub-Committee (RASC) in July for capital loan funding of £3.936m to progress work on the Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) programme, fleet replacement and other near-term priorities.
- 6.3 Table 6 summarises the 'interim' loan-funding requirement for 22/23, totalling £3.936m.

Table 6 – Interim Capital Budgets (pending Portfolio Review)

	2022/23 Project Budget	Of which loan- funding	Of which HO funding	Forecast Spend 2022/23	Forecast Variance
	£000	£000	£000	£000	£000
FCCRAS (including £3m Home Office funding)	5,200	2,200	3,000	5,200	-
Car Fleet Replacement	250	250	-	250	-
Horsebox	400	400	-	400	-
Motorbike Fleet replacement	236	236	-	236	-
Body Worn Video Equipment	300	300	-	300	-
Armoury Improvements	100	100	-	100	-
Forensics Networks & Storage	450	450	-	450	-
Total	6,936	3,936	3,000	6,936	0

6.4 While there has been significant resource utilisation on FCCRAS in Q1, in line with budget, invoices are awaited to provide recognition of these costs. Orders are also in the process of being placed for fleet replacement. Overall, it is expected that the capital funding in Table 6 will be fully utilised (spent or committed) in year.

7. Use of Reserves

7.1 The Police reserves position is summarised in Table 7 below:

Table 7 - Reserves

	Opening Balance	Projected Spend	Projected Closing Balance
	£'m	£'m	£'m
POCA	(9.0)	2.5	(6.5)
General Reserve	(4.0)	0.0	(4.0)
Police Capital Financing Reserve	(1.3)	0.0	(1.3)
Emergency Services Mobile Technology	(0.3)	0.0	(0.3)
Total	(14.6)	2.5	(12.1)

7.2 **POCA:** The Proceeds of Crime Act (POCA) reserve relates to the National Asset Recovery Incentivisation Scheme (ARIS), where relevant agencies get back a proportion of what they recover. It is expected that the funds are used to improve performance on asset recovery and to fund local crime fighting priorities for the benefit of the community in the following categories:

1. Asset Recovery Work
2. Crime Reduction projects
3. Community Projects

4. Miscellaneous (most POCA receipts nationally get allocated here)

7.3 The opening balance at the start of the financial year was £9m and includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron. This clearly increases significance and the need for sound governance by CoLP and Police Authority over the use of this funding stream. In that regard, this paper would make the following proposals:

7.3.1 That the budget setting process through the Police Authority includes the planned level of spend or commitment against POCA funds and approximate allocations between (a) the categories in 7.2 and (b) new initiatives vs existing operations. Subject to consideration, spend on existing operations may include part-funding of Asset Recovery Team – first category in 7.2 - which is done in a number of Forces, or other appropriate functions. The need for this is also linked to delivery of £0.7m of CoLP's current year mitigation plans (Table 4).

7.3.2 Through this process, the Police Authority would approve a POCA funding envelope for CoLP (as part of overall budget approval) as well as for the Safer City Partnership, the latter of which would provide a major focus on the third category in 7.2.

7.3.3 That a reasonable and realistic timescale would be to utilise the current proceeds over 3-years, recognising that new receipts will flow in that time.

7.3.4 That POCA bids will be assessed through CoLP's Strategic Finance Board and decided by Chief Officer Team, with quarterly progress and outturn updates being reported to PAB through RREC.

7.4 A range of bids have been submitted and subjected to initial assessment by the Chief Officer Team. Further work is being undertaken during Q2 to make firm decisions on the priorities and revert to RREC and PAB on the financial implications for 22/23. In this regard, the £2.5m projected spend shown in Table 7 is highly indicative at this point.

8. 22/23 Budgetary Risks & Opportunities

8.1 This paper highlights a range of known pressures, risks and opportunities, with the key ones being:

- Failure to deliver the full £6.1m mitigations
- Inflation being in excess of assumptions applied in the budget
- New pressures or funding reductions emerging in-year
- Inability to deliver uplift levels - risk to 2022/23 ringfenced funding and future core funding, as well as operational risk
- Main financial opportunity = time lag in recruiting to Year 3 uplift target

8.2 The risk and opportunities assessment, with mitigations, will be further developed for Q2.

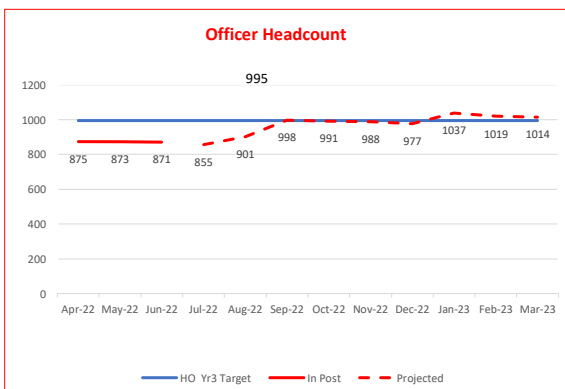
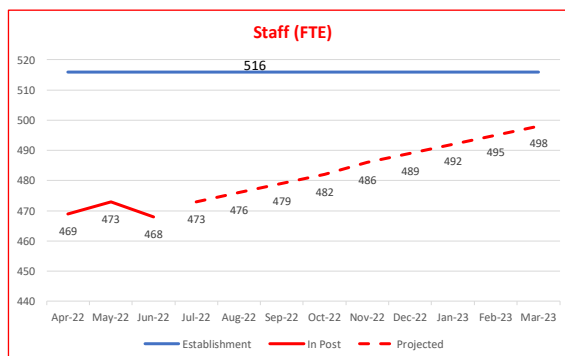
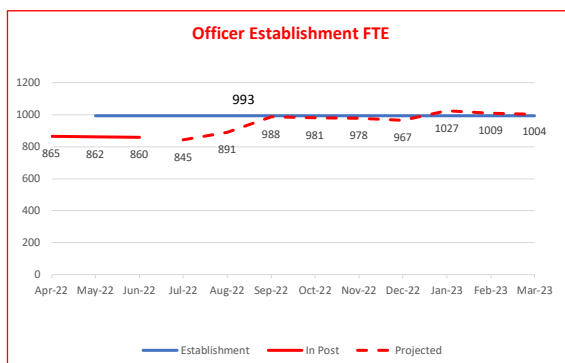
Appendices

1. Illustrative Workforce & Financial Dashboard

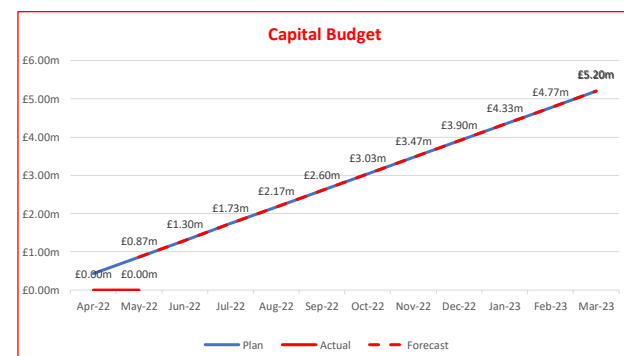
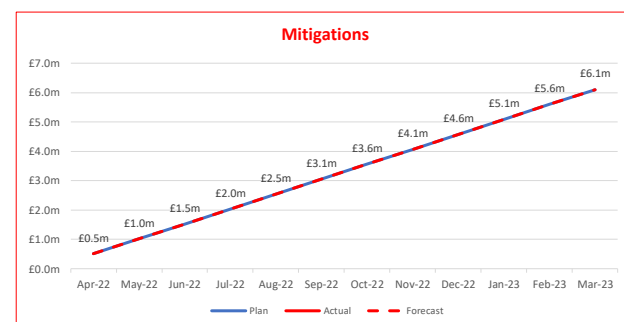
Appendix 1 – Illustrative Workforce & Financial Dashboard

CoLP Workforce & Financial Dashboard 2022/23

Jun-22



	Revenue Budget			Outturn Forecast		
	Budget £m	YTD Actual £m	Var £m	Budget £m	Forecast £m	Var £m
Officers Pay Cost	17.01	14.84	(2.17)	68.02	68.34	0.32
Staff Pay Cost	6.84	6.42	(0.42)	27.37	27.37	0.00
Overtime	0.58	0.54	(0.04)	2.31	2.31	0.00
Other	0.72	0.35	(0.37)	25.87	25.87	0.00
Total pay costs	25.14	22.15	(3.00)	123.57	123.89	0.32
Non Pay Costs	11.64	8.36	(3.28)	47.03	46.79	(0.24)
Total Expenditure	36.78	30.51	(6.28)	170.60	170.68	0.08
Income	(13.57)	(3.87)	9.69	(77.25)	(77.25)	0.00
Funding	(23.21)	(23.21)	0.00	(92.86)	(92.86)	0.00
Use of Reserves	0.00	0.00	0.00	(0.50)	(0.50)	0.00
(Surplus)/ Deficit	0.00	3.42	3.42	0.00	0.08	0.08



Committee(s): Police: Resource Risk and Estates Committee Police Authority Board	Dated: 5 September 2022 27 September 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
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 64-22	For Information
Report author: Paul Adams, Strategic Development	

Summary

This report provides members with the current position of the refreshed risk profile highlighting the risks against the achievement of the Policing Plan objectives.

The Force risk register is now managed using the Pentana risk system used by the City of London Corporation and the Force risks have been placed within this system so that they are presented in the same format as other areas within the Corporation. This report shows, for the first time, the Force risks reported within this format.

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. Each month the Chief Officer Team meeting receives an update from the Audit & Assurance Board. This board is chaired by Assistant Commissioner Betts and reviews the Force risk profile monthly. A supporting cascade of risk registers at strategic board level and business area are being refreshed to align to the new risk profile and will be used to support the management of the Force strategic risk register.

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, as such there is limited detail on the mitigations and management of some of the operational risks within this update.

Current Position

4. As aforementioned, AC Betts chairs a monthly Audit & Assurance meeting which oversees the Force risk profile. This has met since March 2022. It has aligned the Force risks with the new Policing Plan structure with the input of senior managers.
5. The last Audit & Assurance meeting was held on the 16th August where the Force risk profile was reviewed and updated. The results of this meeting are presented for oversight to Members within this report.

Changes to Risk Scoring Matrix

6. As stated within the last update, Members will be aware that the Force previously operated its own risk scoring system based on a 4x4x4 matrix (Impact, likelihood & Control Scoring) used by other Police Forces. In order to align the Force risk register with the Police Authority Board risk profile the Force has adopted the matrix used 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 considering 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.

Force 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 2022-25.
 - 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.

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP ORG 01	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	➔	Major	Possible	12	AMBER
CoLP ORG 02	Impact of maintaining Force vacancy factor on police staff workload and morale	Our People	AC OPS (COO)	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER
CoLP ORG 03	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	➔	Serious	Possible	6	AMBER

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic light
CoLP ORG 04	Failure to deliver the FCCRAS Programme.	Our Resources	Service Delivery Director	Extreme	Unlikely	16	RED	➔	Extreme	Unlikely	16	RED
CoLP ORG 05	Police Funding: Failure to maintain a balanced budget	Our Resources	CFO	Major	Possible	12	AMBER	➔	Major	Unlikely	8	AMBER
CoLP ORG 06	Estate does not meet operational requirements	Our Resources	Commissioner	Extreme	Unlikely	16	RED	➔	Major	Unlikely	8	AMBER
CoLP ORG 07	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	➔	Serious	Unlikely	4	GREEN
CoLP ORG 08	Failure to deliver Force ICT Strategy to replace and maintain ICT in support of operational activities	Our Resources	AC NLF	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER

Ref	Organisational Risks	Associated Organisational Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP ORG 09	Failure to deliver on Change Portfolio Plan	Efficiency & Effectiveness	AC NLF	Extreme	Possible	24	RED	➔	Extreme	Unlikely	16	RED
CoLP ORG 10	Failure to implement HMICFRS Inspection and CoL Internal Audit Recommendations	Efficiency & Effectiveness	AC Ops	Major	Unlikely	8	AMBER	⬇	Major	Unlikely	8	AMBER
CoLP ORG 11	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.	Efficiency & Effectiveness	AC NLF	Extreme	Possible	16	RED	➔	Extreme	Unlikely	16	RED
CoLP ORG 12	Failure to deliver Target Operating Model (TOM)	Efficiency & Effectiveness	Commissioner	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER
CoLP ORG 13	Loss of public confidence in professionalism and trust with Force	Efficiency & Effectiveness	AC Ops	Major	Possible	12	AMBER	➔	Major	Unlikely	8	AMBER

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 01	Realisation of a Terrorist Event with inadequate Force response	Keep people who live, work and visit the City Safe	Commander Ops	Major	Unlikely	8	AMBER	↓	Major	Unlikely	8	AMBER
CoLP OP 02	Failure to respond to Organised Crime Group (OCG) activity	Keep people who live, work and visit the City Safe	Commander Ops & NLF	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 03	Failure to contain a public order event	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 04	Inadequate response to a Civil Emergency	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 05	Failure to respond to Child Sexual Exploitation (CSE) within City	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 06	Rise in Violent Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Likely	16	RED	↑	Serious	Unlikely	4	GREEN
CoLP OP 07	Rise in Acquisitive Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Likely	16	RED	↑	Serious	Unlikely	4	GREEN
CoLP OP 08	Lack of resilience in Force Control room hinders ability to respond	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Unlikely	4	GREEN	→	Serious	Unlikely	4	GREEN
CoLP OP 09	Lack of capacity and skills officers' hinders ability to investigate homicides	Keep people who live, work and visit the City Safe	Commander Ops	Serious	Possible	6	AMBER	→	Serious	Unlikely	4	GREEN

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 10	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	➔	Serious	Possible	6	AMBER
CoLP OP 11	Failure of performance as National Lead Force	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Extreme	Unlikely	16	RED	➔	Extreme	Unlikely	16	RED
CoLP OP 12	Failure to utilise Action Fraud reports and Intelligence	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Major	Unlikely	8	AMBER	➔	Major	Unlikely	8	AMBER
CoLP OP 13	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	➔	Major	Unlikely	8	AMBER
CoLP OP 14	Failure of High profile/risk Investigation	Protect the UK from the threat of Economic & Cyber Crime	Commander NLF	Serious	Unlikely	4	GREEN	➔	Serious	Unlikely	4	GREEN
CoLP OP 15	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	➔	Serious	Unlikely	4	GREEN

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
CoLP OP 16	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	➔	Serious	Possible	6	AMBER
CoLP OP 17	Force positive outcome rate for all crime decreases	Putting the victim at the heart of everything we do	Commander Ops	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER
CoLP OP 18	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	➔	Major	Unlikely	8	AMBER
CoLP OP 19	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	➔	Serious	Possible	6	AMBER
CoLP OP 20	ECVCU unable to deliver requisite services	Putting the victim at the heart of everything we do	Commander NLF	Serious	Possible	6	AMBER	➔	Serious	Possible	6	AMBER

Changes to Risk Profile Since Last Update

10. Since the last update to Members the following amendments have been made to the risk scoring:

- 1) **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:** This risk was raised to red reflecting the payment being made to officers joining the MPS and the impact this might have on recruitment and retention within Force and the ability to meet uplift numbers through retaining existing staff. It has since been re-assessed as Amber as the Force met its August intake numbers for recruits.
- 2) **Failure to implement to HMICFRS Inspection and CoL Internal Audit Recommendations:** The assessment of this risk has reduced to target score due to progress made by the Force to implement recommendations. This has reduced the score from 12 to 8.
- 3) **Realisation of a Terrorist Event with inadequate Force response:** This risk was re-assessed internally by the Specialist Operations Business Area looking at the controls in place to mitigate against this risk. As a result, this has been re-assessed as Amber, or target score has also been re-assessed and set at this new level for the Force to maintain.
- 4) **Rise in Violent Crime:** Following our July Performance Board and the review of the Crime statistics this risk was raised to Red to reflect the current rise in crime trends within the City. Actions are being put into place within Force tasking to address crime hotspots and action the factors contributing to the rise in the City as the City returns to pre-Covid levels of activity.
- 5) **Rise in Acquisitive Crime:** As above.

11. The two crime risks are being monitored and may be actioned going forward as issues should the Force be unable to influence the crime trends in the short to medium term. Our Policing Plan performance update contains specific information on the rise in crime and trends that are being actioned in a bid to mitigate these risks.

12. Appendix 2 for this paper contains the risk reports for the Force risks listed on the Pentana system. ***A number of actions have been implemented and logged against each risk and closed. Only actions that remain open are shown as part of the update report.*** A complete log of actions is available within the Pentana system should members require oversight of this for future reference.

Risk Of Concern

13. Based on this profile there are two risks of concern that the Force is seeking to mitigate: these are:

- **Rise in Violent Crime**
- **Rise in Acquisitive Crime**

14. The Force is putting into place action plans to address the rise in criminality and is monitoring the impact these have on crime rates.

Conclusion

15. The risk profile of the Force is continually reviewed and updated within Force to ensure it remains relevant. The Police Authority is kept informed of the Force Risk Profile as part quarterly update schedule 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
- Non Public Appendix 2 – Pentana Risk Reports for Operational and Organisational risks

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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): Strategic Planning and Performance Committee Professional Standards and Integrity Committee Police Authority Board	Dated: 12 September 2022 26 September 2022 27 September 2022
Subject: Update on Violence against Women and Girls (VAWG) activity	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 65-22	For Information
Report author: DCS Rebecca Riggs; DCI Carly Humphreys, Professionalism and Trust Directorate	

Summary

The purpose of this report is to provide an update for Members of the Strategic Planning and Performance Committee (SPPC), Professional Standards and Integrity Committee (PSIC) and Police Authority Board (PAB) on strategic progress made by the City of London Police (CoLP) in relation to Violence Against Women and Girls (VAWG)¹. Additionally, it provides some examples of work completed, and also areas for development over the coming months.

The report details current work at National, Regional and Local level and includes work ongoing with partners including the City of London Corporation.

Recommendation(s)

Members are asked to note the report

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

Main Report

Background

1. Members will be aware of the national and local focus on VAWG and detail of the background to this report was fully described in the previous reports to your Committees in November 2021, February 2022 and May 2022.

Current Position

Key Milestones since the last update (June – August 2022)

- **Operation Reframe:**
A successful monthly partnership Safety Hub is now in place led by the City of London Police (CoLP). This is a joint-working approach to facilitate the Night-Time Economy (NTE) by working with partners to provide a reassuring high visibility presence, with the particular objective of ensuring that women and girls, both are safe and feel safe in the City of London. This Operation is in line with the national Safer Streets campaign to 'reframe the night', further detail can be found in Appendix A.
- **Listening Circles:**
The Professionalism and Trust department has now established a programme of Listening Circles for women in the organisation, these will commence in September in 2022. A number of working groups have been completed to ensure that these run effectively and accommodate all female employees. These Circles will gradually evolve to include male colleagues, alongside the ethos of the HeforShe campaign, in addition they will also expand to encompass other protected characteristics such as Race. An infographic in relation to the opportunities which Listening Circles offers is included in Appendix B (*please note this is a draft and is currently under consultation with our working group and staff networks*).
- **Learning and Recommendations:**
The organisation is committed to learning, both from inside and outside of the organisation to improve upon the service it provides to the public by maintaining the very highest standards of professional behaviour. As a consequence, the Professional Standards Department (PSD) has completed a number of reviews from reports, such as Op Hotton, Child Q and the Police-Perpetrator Super Complaint. The learning and recommendations from these reports will be managed through the re-designed Organisational Learning Forum (OLF), further detail can be found in Appendix A. These issues are also being reported on in more detail to the Professional Standards and Integrity Committee who hold responsibility for oversight in this area.

National

2. Policing progress concerning VAWG continues nationally with a chief focus on partnership work. The CoLP remains working in close alignment with the NPCC (National Police Chiefs Council), including regular taskforce meetings to share good practice and disseminate national headlines. Strategic executive partnership meetings have also provided opportunities to shape work across broader communities.
3. Members will recall that in April 2022, along with all forces nationally, the CoLP submitted its VAWG Action Plan to the NPCC. This formulated national performance benchmarking for VAWG and promulgated good practice. The results of this national performance assessment have been shared with the HMICFRS, this has been presented as an entire policing approach, rather than highlighted work on an independent force-level basis.
4. The feedback from the NPCC has been positive, indeed it has largely identified that all forces are delivering consistently in similar areas. The areas which the CoLP will increase focus for delivery will be to rebuild trust and confidence amongst black and minoritised women and girls, as well as individual women and girls with lived experience. To achieve this, we are enhancing our partnership work with VAWG organisations, charities and our established partnerships.
5. The CoLP continues to support national VAWG delivery, such as:
 - CoLP secondments to the NPCC to work on the VAWG portfolio. This recently includes support from a CoLP DCI lead for Cyber Crime, this will have a national benefit by drawing upon the CoLP specialisms in this area to protect women and girls in online spaces.
 - Supporting the NPCC through national consultation regarding the Online Safety Bill², this currently going through parliament. Until the Online Safety Bill is passed, we are working with the NPCC to support delivery of voluntary interim Codes of Practice (CoP) for VAWG, these will regulate organisations and social media companies to hold them to account. The College of Policing (CoP) will assist organisations to monitor and detect violence and abuse against women and girls, this will not only include criminal offences but also what is known as 'legal but harmful' material.
 - Developing upon City business relationships, such as licensing and hospitality, which can provide national influence.

Regional

6. The CoLP remains working alongside the British Transport Police (BTP) and Metropolitan Police Service (MPS) in a regional working group. Of note, the NPCC has now assigned the region a NPCC VAWG Taskforce Delivery Lead. This will enhance our ability to contribute to regional VAWG

² [Online Safety Bill \(26th May 2022\) \(parliament.uk\)](https://www.parliament.uk/bills/2022/online-safety-bill)

work and develop a pan-London sustainable model to embed VAWG as 'business as usual' for the future.

Local

7. Since our most recent update to members in May 2022, the CoLP has continued to develop work to tackle VAWG by delivering sustainable change, as outlined in the key milestones.
8. The following updates build upon our commitments outlined in the May 2022 report; therefore these updates reflect additional pieces of work rather than a duplication of work mentioned in previous reports. The Independent Advisory and Scrutiny Group (IASG) are also provided with regular updates which has been valuable to shape our policing approach to VAWG across diverse communities.
9. The CoLP Learning and Organisational Development team (L&OD) has now been re-aligned to report directly into the Professionalism and Trust department. This now provides a more streamlined approach to identifying recommendations and embedding them into active organisational learning within the organisation.
10. In relation to the 3 National objectives some activity on each of these to date is described in Appendix A.

Governance

11. The City of London Police's strategic and tactical delivery on VAWG is being scrutinised at a local and national level, as follows:
 - The CoLP Renewing and Rebuilding Trust and Confidence Board, chaired by Assistant Commissioner Paul Betts, is driving progress against the delivery framework objectives which we have set out in our Strategic Delivery Plan under each of the three pillar objectives. To achieve this, the CoLP has a Tactical Action Plan that sets out the activities which will take place to deliver against these objectives, this Action Plan will also be sent to the HMICFRS³ for independent review.
 - Achievement will be scrutinised through independent review of our performance metrics to ensure that there is objectivity and transparency. This will take the form of regular consultation with our Independent Advisory and Scrutiny Group (IASG) and more formally, through Police Authority Board (PAB) and Professional Standards and Integrity Committee (PSIC). Key milestones and significant activity will also be highlighted to PAB/ PSIC and also shared with partners.

³ Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire & rescue services – in the public interest. [HMICFRS - Home \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/hmicfrs/)

- The CoLP will also regularly feed into a number of NPCC National Working Groups to share learning and best practice amongst all other Police Forces in England and Wales and the aforementioned regional Trust and Confidence Strategic Working Group with the Metropolitan Police Service and the British Transport Police.
- We will regularly review our Strategic Delivery Plan to ensure that it includes new recommendations from the NPCC as they are announced.

Conclusion

12. The CoLP continue to work in partnership with the City of London Corporation to enhance the City of London's response to VAWG. This report has highlighted some of the initiatives which have taken place to support this partnership and also our wider delivery of the NPCC VAWG strategy.
13. All the work noted in this report contributes to our new Policing Plan, in particular our Operational Priorities to 'Keep those who live, work, and visit the City safe and feeling safe' and to 'Put the victim at the heart of everything we do'.

Appendice(s)

Appendix A - Highlights of activity under the 3 NPCC National Objectives
Appendix B – Listening Circles Infographic

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Appendix A- VAWG Update to September SPPC, PSIC and PAB

Highlights of progress against NPCC objectives

NPCC Objective 1-Improve Trust and Confidence in Policing

This area focuses on our commitment to improve internal and external trust and confidence. Our new Policing Plan outlines our operational priority to keep those who live, work, and visit the City safe and feel safe. Consequently, we know that we must do more to earn the trust and confidence of our communities, in particular that of women and girls. To achieve this, we must ensure that our officers and staff uphold the highest professional standards.

Highlights:

- Our Professional Standards Department (PSD) has completed the review of live, recent and historical cases to ensure that all concerns raised have been dealt with appropriately and updates on this are being provided to the Professional Standards and Integrity Committee. A peer review of cases with the Metropolitan Police has now been completed and the report is currently under review by PSD. An early assessment has indicated that no urgent reviews or areas of criticality need to be addressed, however there will be a subsequent report outlining the recommendations and learning for the organisation, including how these will be implemented.
- The PSD has received a significant increase in the direct reporting of misconduct, rather than through anonymous reporting mechanisms. This provides an indication that employees are gaining greater trust and confidence in the process of raising concerns.
- The PSD has reviewed the recommendations of the Operation Hutton Report¹ and responded with an Action Tracker which will be governed and scrutinised through the Organisational Learning Forum (OLF). The OLF is currently in a re-design phase and will be Chaired by Commander Khan, however any immediate actions from the Report have already been addressed and actioned as organisational learning.
- Following Child Q, the PSD pro-actively complemented a comprehensive review of all juvenile strip searches between January 2019 and April 2022. All of these 9 cases were reviewed, some individual and organisational learning was identified, however no conduct or safeguarding issues were discovered. In response to this learning, immediate educational work was completed with a force-wide reach to ensure that all juvenile strip searches continue to be completed in line with legislation and to the highest professional standards.

¹ [Operation Hutton Learning report - January 2022.pdf \(policeconduct.gov.uk\)](#) – the report makes 15 recommendations for the MPS to change policing practice following an IOPC investigation which found evidence of discrimination, misogyny, harassment and bullying involving officers predominantly based at Charing Cross Police Station.

A full report will be presented to the next PAB and PSI committees, additionally, the report will also be shared with the City and Hackney Safer Children' Partnership Board. The recommendations from this review will also be delivered through the OLF.

- The PSD have pro-actively accepted the recommendations from the 'Police-Perpetrated Domestic Abuse Super-Complaint'². Although not force specific, the HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), the College of Policing and the Independent Office for Police Conduct (IOPC) have published a report in response to the super-complaint submitted by the Centre for Women's Justice on police perpetrated domestic abuse. The super-complaint raised concerns about how police forces in England and Wales respond when police officers and police staff are accused of domestic abuse.

The PSD are currently reviewing the report which outlines that Police Forces are not fully recognising and responding to the risks and responsibilities associated with domestic abuse allegations involving police suspects. The recommendations from this report, where applicable, will be captured through the OLF governance and scrutiny process as with Op Hotton and Child Q.

- The next phase of the plan for internal Cultural Development is to conduct a series of events through August into September 2022 which will enable all employees to experience learning and understand the importance of trust and confidence in leadership. Continuing the theme of our previously successful 'Our People' conference, these events will have a particular focus on race and gender, acknowledging inter-sectionality and how we can restore trust and feelings of police legitimacy amongst the more diverse communities we police.

NPCC Objective 2- Relentlessly Pursue 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 also includes work to reduce case attrition and to address the concerns and experiences of the victims.

Highlights:

- A capability review of Public Protection is still underway to ensure that the CoLP's operational response meets the public calls for service regarding VAWG. In addition, vacancies within this department are being filled as an operational priority, to ensure that there are no service provision gaps.

² [Police super-complaints: force response to police perpetrated domestic abuse - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/police-super-complaints-force-response-to-police-perpetrated-domestic-abuse)

- Domestic Abuse Matters³ training is currently being rolled out across the organisation as mandatory training. The College of Policing and the domestic abuse charity, SafeLives, worked with key stakeholders to develop 'Domestic Abuse Matters', a bespoke cultural change programme for police officers and staff in England and Wales. This training has been designed to ensure that the voice of the victim is placed at the centre of the policing response, with the aim of having a long-term impact to change attitudes and culture within policing regarding its response to domestic abuse. Many other forces have embedded this training in response to the HMICFRS 2014 report 'Everyone's business: Improving the police response to domestic abuse', which highlighted the need for forces and officers to better understand and respond to coercive control.

NPCC Objective 3- Create 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 the City of London Corporation (CoLC) to protect women from victimisation in these spaces.

Highlights:

- The CoLP launch of 'Operation Reframe' took place on the 28th April 2022, this Operation is a partnership approach to facilitate the night-time economy (NTE) by asking partners to assist the CoLP to provide a reassuring high visibility presence, with the goal of making people feel safe in the City of London. This is in line with the nationally promoted Safer Streets campaign to 'Reframe the Night'. The Operation encompasses the CoLP Licensing team, City Corporation Community Safety Team, Mental Health Team, City Corporation, Licensing team, Environmental Health, Sector and other specialist Policing teams, PPU/Victim advocate, SIA (Security Industry Authority), Street Pastors, Special Constabulary, Park guard, Network Rail, Samaritans & the British Transport Police.

Activity has included:

- Targeted engagement with licensed premises, particularly through security and management. Relevant agencies have attended with CoLP and CoLC (City of London Corporation) to inspect licensed premises and ensure adherence to safety and security.
- Early engagement with persons in the designated areas who appeared under the influence of alcohol. This has been effective to identify early safeguarding requirements and also to intervene in the escalation of negative behaviours.
- The 'Ask for Angela' safety initiative has been highlighted alongside promotion for Safer streets reporting. These initiatives have been highlighted on leaflets and also via the DIGI-STOPPER (mobile communication) Boards. The licensing team are also completing quality assurance checks on Ask for Angela venues during this Operational activity.

³ [For police: Domestic Abuse Matters | Safelives](#)

- Providing Welfare and Vulnerable Engagement (WAVE) advice and information on measures to avoid potential drink spiking incidents. This has included the distribution of alcohol toppers and taking partnership action to reduce preventable injury linked to alcohol and drugs.

The Operation has already been hugely successful through ensuring that vulnerable women are safeguarded and intervening in incidents where early predatory behaviour is witnessed.

- Safer Streets funding bid: On the 25th July 2022, the Home Secretary formally announced that £50 million of new funding will be given to communities across England and Wales to make the streets safer for all. The CoLC is already working closely with the CoLC in order to submit a successful bid for transformative crime prevention initiatives, particularly focused on VAWG.

28th July 2022

DCI Carly Humphreys

Listening Circles

Sessions will be advertised on Citynet with a link to book attendance.

How to register



Sessions will take place on different days and times, both in person and virtually. Any in-person sessions will be held away from the police estate.

ACCESSIBILITY



Initial sessions will be for women employees with plans to extend to all employees. A maximum of 12 people per session to ensure effectiveness.

Who can attend?



- Support the force to become an equal inclusive workplace
- Share & listen in a safe environment
- Enhance confidence & trust
- Involve workforce in decision making

Objectives



Professionalism

Purpose

To provide a safe space for employees to speak about and share experiences with the aim of enhancing the working environment to address concerns and find tangible joint solutions.



Integrity

Compassion



Sessions

Sessions will not be recorded, and no formal minutes taken. An action tracker and summary will be noted and sent to all attendees to agree and comment on in the first instance.



Actions

Actions & priorities identified will be presented by the Professionalism & Trust Team at the Trust & Confidence Board. All information presented will be anonymous and unattributable.



Change

Change will be driven through workstream leads across the force to ensure all areas of work are involved and there is a consistent approach to any learning and change.



Information

For more information visit the Professionalism & Trust intranet page

<https://cityoflondonpolice.sharepoint.com/SitePages/Professionalism-and-Trust.aspx>

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Committee(s): Professional Standards and Integrity Committee Police Authority Board	Dated: 26 September 2022 27 September 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 72-22	For Information
Report author: DCS Rebecca Riggs, DCI Carly Humphreys, Professionalism and Trust; Kam Dhaliwal, Equality & Inclusion Manager	

Summary

This quarterly report provides an update regarding E&I activity since the last update to the May Professional Standards and Integrity Committee (PSIC) and the May Police Authority Board (PAB) within the City of London Police (CoLP) from a national and local perspective. Including, a more detailed update regarding the delivery of the E&I Strategy through the consolidated E&I Delivery Plan, as outlined in Appendix A.

The report also includes highlights of activity regarding the E&I workstreams, in addition to Key Performance Indicators (KPIs) for Equality and Inclusion and Diversity Workforce Data.

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

- a. As requested by the Chair of the Police Authority Board previously, the actions in Appendix A represent a consolidated plan for all outstanding deliverables within the following plans:

- National Police Chiefs Council (NPCC) Equality & Inclusion (E&I) Plan;
- Police Authority Board (PAB) recommendations;
- Tackling Racism Taskforce (TRTF) recommendations;
- Black and Minority Ethnic Action Plan, and
- Lesbian, Gay, Bi-sexual and Transgender + (LGBT+) Action Plan.

The plan is arranged in cross cutting workstreams and is regularly updated for internal and external review and scrutiny.

Current Position

b. National updates:

The College of Policing (CoP) has developed a new Police Race Action Plan with the National Police Chiefs' Council (NPCC), to address the significantly lower levels of trust and confidence in police amongst some Black people. The Professionalism and Trust (P&T) team is working closely with the College of Policing EDI (Equality, Diversity and Inclusion) team to consider good industry practice across policing and understand areas with which the CoP can support the organisation to deliver the Race Action Plan. In addition, the CoLP has seconded a senior officer working within the NPCC Inclusion & Race Project Team, enabling a direct feedback avenue for any learning, recommendations and guidance.

The P&T team has been working with specialist advisors and consulting with the Staff Support Networks and Associations to ensure that a diverse range of views are considered in the implementation of the National Race Action Plan and also the NPCC VAWG (Violence Against Women and Girls) Action Plan, the governance/ scrutiny for both of these Plans is held at the monthly Renewing and Rebuilding Trust and Confidence meeting, chaired by Assistant Commissioner Betts. Members will note that a detailed report for VAWG is included on the Committee agenda also.

The P&T team has also supported the National Police Chiefs Council (NPCC) and Home Office's Police Uplift Programme by running a pilot version of the national survey of Black and Black-heritage police officers and staff.

c. Local updates:

- The Head of Strategic Development is currently reviewing and refreshing the organisation's Equality & Inclusion Strategy, to reflect a number of changes and activities taking place, such as:
 - (i) New Chief Officer Team appointments;
 - (ii) National Race Plan,
 - (iii) VAWG Action Plan;
 - (iv) The organisation's new Policing Plan, Operational Priorities, Values and Organisational Priorities;

Once the strategy has been completed and signed-off through CoLP internal governance, it will be shared with Committee Members.

- The organisation has commissioned an assessment of the organisation's position within the Inclusion Maturity Model. This is a re-assessment with the original benchmark completed in 2020, providing the organisation with an opportunity to see how it is progressing, identify good practice and any further areas for development. The P&T team will work with the organisation delivering this and an update will be provided to Committee Members once the assessment has been completed.
- The Force is subject to a General Equality Duty set out in section 149 of the Equality Act 2010. The Force has completed its Public Sector Equality Duty report for 2021, which captures the workforce equality data and the Gender Pay Gap Data. The report also includes the Forces refreshed Operational Priorities, Values and Organisational Priorities. The report will be published on the Forces external website as required: ([Equality and diversity employment statistics | City of London Police](#)).
- Since the last Committee in May 2022, the new Professionalism and Trust Team's portfolio has grown to include the Learning & Organisational Development (L&OD) Team which previously reported within HR. This will better equip the broader P&T portfolio to quickly embed recommendations from organisational learning which may relate to Equality and Inclusion.
- The team has started to review a number of its diversity governance boards and procedures. This will ensure the organisation's Equality, Diversity & Inclusion (EDI) processes are still relevant and aligned to our new Policing Plan. The EDI review process will be completed in stages to allow for proper consultation assessment and implementation. Progress will be communicated across the workforce and to key partners, an outline of delivery is provided below:

Stage One (complete)

The Head of the P&T team and E&I Manager have consulted with the Staff Support Networks and Associations (SSNAs). This has provided a clear understanding of which ones provide support and/or affiliation for the organisation and its members. Feedback in relation to the SSNAs has also been gained through staff surveys, listening circles and other opportunities for employee engagement. The consultation has enabled the P&T team to convey the organisational priorities to the SSNAs, identify good practice and work to overcome any barriers preventing delivery of their objectives. A 'map' of the Staff Networks and Associations can be found in Appendix B.

Stage Two (in progress)

The P&T team is consolidating the feedback attained through Stage One and are drafting a proposal to provide greater governance and support. Such as, the development of a new election process and opportunities for all to become SSNA committee members. This also includes an evaluation of the recruitment of Diversity Champions and the funding bid procedure for SSNAs.

Additionally, the P&T team is reviewing the Terms of Reference (ToR) for the E&I Strategic and Operational Delivery Boards. Due to the changes within the organisation (as outlined earlier), it is important that the ToR and attendance, is also updated. This

will assist in reducing duplication and ensuring the objectives of both Boards are met. Once completed, the Committee Members will be provided with the updated ToR.

Stage Three (next step)

A review of the organisation's overarching Equality, Diversity & Inclusion (EDI) Action Plan (implemented in 2020) will be completed. This Action Plan contains all of the EDI activities taking place in Force and is used to measure the progression against the strategy and milestones. This will ensure that national changes are reflected in our Action Plan, such as the National Race Action Plan and the NPCC Violence Against Women & Girls Action Plan.

Additional work will be required to re-examine the successful PALs Programme, Diversity Allies Scheme, Developmental Programmes, the EDI Volunteers Programme and any other initiatives, with the aim of ensuring they remain current and are adequately resourced. Understanding the picture will include engagement through listening circles, deep dives, consultation with specialist advisors, benchmarking against other organisations, and learning from recommendations and best practice.

d. Highlights of the E&I strand work since the May update include:

1. Recruitment and onboarding

- The Force currently has 27 student constables who have confirmed acceptance to start on 8th August 2022. For the August 22nd cohort, there are currently 13 new constables who have confirmed acceptance. From the student constable intakes, 75% are male and 25% are female. 76% are non-BAME and 11% are from a Black, Asian, and Minority Ethnic background. Please refer to Appendix C for further details.
- The organisation's new recruitment and advertising campaign went live on 6th May 2022. The latest data demonstrates a progressive increase in the number of social media posts, impressions and engagements. Please refer to Appendix D for further details.
- The CoLP continues to attend events at religious centres and colleges/universities, they have been working with Lancashire Outreach Team in the Community for Under-Represented Groups. The Force has provisional approval from the East London Mosque to host this in due course.

2. Leadership and Culture

- The team has had further meetings with the Commissioner to develop the thinking on the force's framework, for internal diversity and inclusion staff awareness inputs (*Values, Ethics, Equity and Belonging* programme). This is to be presented to the force's wider Chief Officer's Team for approval.

- The first stage of the *Values, Ethics, Equity and Belonging* programme is being actively developed. This will be a series of all-staff *Our People* events in November, to be hosted at the Aviva building.
- The organisation's Data Bias Working Group continues to meet regularly to discuss pertinent topics and agree the correct forum to take this forward.
- Please see Appendix G for an infographic of the 'Our Culture' showing the breadth of event types.

3. Community Engagement

- The organisation met with the Amazon Web Service's and the Metropolitan Police contact for the 'Schools Project' and other key stakeholders to agree that the project will be run again with a potential launch date of 24 September 2022. It is currently awaiting agreement by all partners and clarification of roles and responsibilities. The Partnership and Prevention Hub is looking to implement a Schools programme to educate young people on current societal and policing issues, including healthy relationships, VAWG and misogyny.
- Regarding young people, the Force Volunteer Cadet Unit now has a cohort of 27 cadets (11 male, 16 female and 66% of those from Black and Minority Ethnic backgrounds). Plans are underway to introduce a Youth Independent Advisory Group (YIAG). A paper is being considered by the Chief Officer Team in September around governance and implementation of the YIAG.
- The Force Research & Analysis Unit has produced a Force Community Profile, it will be continually updated with the Census results later this year. This profile will better inform how we can tailor our approach and impact in relation to community engagement.

4. Health & Wellbeing

- The MIND Mental Health (MH) working group, established at a senior level, held its first workshop to map out an improvement plan for the Force. Further updates regarding this will be provided for the next committee meeting.
- Training has commenced for the Better Listening campaign programme as a result of the agreed funding, and Mental Aid first aider instructors have been approved, allowing for further courses to be completed internally. Already, 10 staff members have been trained and 10 more are due to be trained in the coming months.
- The Post Incident Support Programme (PISP) has been re-energised and processes will now be established to implement this in force to compliment the (Trauma Risk

Incident Management) TRIM process. This programme particularly works well to support officers returning to the workplace following traumatic incidents.

5. Retention and Exiting the organisation

- A working group has been established to help understand the cultural reality of the organisation's current exit processes. It provided an understanding of peoples' experiences and the necessity for "retention conversations" in advance of an employee choosing to exit the organisation.
- As a consequence, a new process is being mapped with further consultation to take place later this year with SSNAs, specialist advisors and representatives from various teams.
- A review of the current exit interview questions will be completed to ensure they remain relevant and deliver the required information. An example of a new potential reason for leaving the organisation is cost of living crisis.

e. Diversity Workforce Data

The Diversity Workforce data is now be presented to this Committee for oversight and scrutiny.

Please refer to Appendix E for full details.

f. Performance Measures

The force has undertaken a review of how it measures progress and success against their E&I Strategy. Key Performance Indicators are aligned to the new Policing Plan 22-25. The organisation is currently considering how these will be presented for internal governance ahead of them being presented to Members for scrutiny.

Please refer to Appendix F for full details.

Appendices

- Appendix A – Highlight summary of progress made against the E&I Action Plan.
- Appendix B – Networks and Affiliations Map.
- Appendix C - Recruitment and Onboarding
- Appendix D – Advertising & Communications.
- Appendix E – EDI Report Workforce Equality Data August 2022
- Appendix F – draft KPI Measures Table.
- Appendix G- Infographic of Cultural Development Events

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Workstream	Recruitment, Onboarding and L&OD	Owner	Director of HR	Date	18/07/22	Project RAG		Benefit RAG	
Workstream objectives				Priority					
<div>Page 85</div> <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			

Workstream	Health and Wellbeing	Owner	Ch Supt Local Policing	Date	27/07/22	Project RAG		Benefit RAG	
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Workstream objectives	Priority Deliverables	
<ul style="list-style-type: none"> 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 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 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. 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 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 Review current HR policies to ensure the maximum support is given to all staff with protected characteristics- 06/22 This work is ongoing 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. 	Description	Date
	Launch a Buddy Scheme for all new joiners (completed) on going all new students receive the buddy scheme including Police Now candidates.	ngoing
	Review strategy on Health and Wellbeing (completed and published)	02/22
	Oskar Kilo recommendations and planning	08/22
	60 MH first aiders to be trained and launched	12/22
	Launch Wellness Zone in Bishopsgate (COMPLETE)	11/21
	MH at work commitment MIND CHARITY and ongoing	06/22

Progress since last update	Key next steps
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<ul style="list-style-type: none"> MIND MH working group established at senior level first work shop held to map out an improvement plan for the force Commencement of the Better listening campaign programme as a result of the agreed funding. Mental Aid first aider instructor has been signed off which allows further courses to be completed in house, 10 staff members already trained 10 more in June and July . PISP post incident support programme re energised and processes will now be established to implement in force to compliment TRIM process . HMICFRS consultation completed documents posted to HMICFRS awaiting inspection. Coffee MH wellbeing morning completed this is a bi monthly activity. Support of refreshments for staff during train strikes and hot weather 	<ul style="list-style-type: none"> 80% of peer review from Oskar Kilo self assessment framework completed with the peer review Force Nottinghamshire this is ongoing delayed due to OK site problems with IT access Continuation of coffee engagement events and collaboration with key stakeholders such as Police Mutual, Police care UK etc. Force have continued to offer support to staff during train strikes and hot weather. Positive comment for the support from staff. MIND MH 6 commitments to better MH in the work place to continue and action plan completed. Continuation of Better listening campaign training. Number of courses allotted between now and the new year, ambition to train up to 200 staff in this skill, an ability to identify our colleagues who may be in a mental health crises. PISP structure established 10 officers and a supervisor to be trained 2 day course in August and September
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Workstream	Community Engagement	Owner	Ch Supt HQ	Date	04/07/22	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 Community confidence / victim surveying measures 1. Confident & satisfied with City of London Police Actions 2. Reducing the BAME & 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		
				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						Key next steps						
<div>Page 8</div> <ul style="list-style-type: none">Pnp met with AWS Met Pol and other key stakeholders and agreed that the project will be run again with a potential launch of sept 22 after the success of the previous programme. Awaiting Corporation agreement and clarification of roles and responsibilities. There is a keen appetite for the programme and with is expanding now to include the Met partners.The CoLP Volunteer Cadet Unit (VPC) now has a cohort of 27 cadets (11 male/16 female – 66% B.A.M.E) aged between 13-18 years old, and is gaining National attention/recognition working alongside officers and staff. The cadet unit has continued to receive National Recognition following the Annual National Competition at the end of July and have recently been awarded best visiting Team in the First Aid Competition. Subject to funding and staffing considerations there are plans being explored to expand the cadets with consideration to age and numbers.Plans are underway to introduce a Youth Independent Advisory Group (YIAG). The aim of the YIAG is to act as a critical friend to CoLP, challenge conventional thinking and elicit the viewpoi8nts, idea's experience and skills of young people on current issues affecting policing. Young people will have an opportunity to review, challenge and develop policies and procedures that will impact upon young people and make improvements in service delivery. A paper is imminently due to be submitted around governance and implementation of the YIAG to the 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 with the Census results later this year. This along with our calendar of events and meetings will be published on the internet.Cluster Panels- Continue to be attended and then chaired by DWO's and co-chair members. With comms support now required to increase attendance, publicise minutes, actions and issues rising. Publicise future events.The Forces response to the NTE is currently being reviewed by Local Policing with plans to maximise visibility, provide reassurance and increase partnership working through activities such as Op Reframe (Welfare Hubs in Hot Spot locations).PnP Hub looking to implement a Schools programme via an external provider to educate young people on current issues, provide visible reassurance in City schools and improve relations with the Young Community. Procurement has commenced and benchmarking has begun with when is best to launch and have the most impact.An application for funding via the Home Office Safer Street Fund for a Crime Prevention Roadshow that will see officers visiting business premises in hotspot areas to offer crime prevention advice pertaining advice to our priority aquisitive crime types (bike marking, laptop marking, phone etching, counter terrorism awareness)Outreach- Programme is continuing with attendance at the London Careers Fair, open evenings for our new August starters, Open Day at Aviva, Social media campaign and attendance to Southwark College to name but a few.Summer Fete Day/Engagement event- Planned for 13/14th August 2022. Awaiting Chief Officer Team sign off and being lead by the CoLP Federation Rep.						<ul style="list-style-type: none">Continue to map communities using latest available datasets (e.g. Census data - 2022) to accurately reflect the current picture within the City.Plan to engage young people better through a structured schools programme/series of inputs linked to the PHSE curriculum, and raise awareness/offer diversion. Inputs could cover a whole range of issues and risks in line with CoLP vision/strategies, including ASB, violence against women and girls, and county lines.Continue to develop Nextdoor membership (social media platform) to update residents on local policing activity. Now over 1500.Launch mobile Digital Signage Screens Project, to display matters of public interest related to the prevention of crime in high footfall areas/Business footprints.- Awaits approval from Corporation Legal.Increase cluster panel attendance through a comprehensive media strategy.						

Workstream	Leadership & Culture	Owner	Ch Supt AF/NFIB	Date	11/07/22	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
				Complete a data bias review and recommendations					09/22
				Introduce an annual E&I award as part of future event					03/23
				Further develop Diversity Allies Scheme					Q3 2022
Progress since last update				Key next steps					
<ul style="list-style-type: none">Further meetings have taken place with Commissioner McLaren to develop thinking on the force's framework for internal E&I staff awareness inputs (<i>Values, Ethics, Equity and Belonging</i> programme). This is to be presented to the force's wider COT for approval.The first stage of the <i>Values, Ethics, Equity and Belonging</i> programme is being actively developed. This will be a series of all-staff <i>Our People</i> events in November, to be hosted at the Aviva building.The force's data bias working group continues to meet regularly to discuss pertinent topics and agree the correct forum to take these forward.				Achieve sign-off for November's series of all-staff <i>Our People</i> conferences.					
				Review CoLP's existing external secondment process and look at opportunities for both short and long term secondments for leaders to develop skills.					
				Formalise data bias work within the existing force governance structure - including the integration of the NPCC's <i>Data Literacy Framework</i> .					
				Finalise the plan for CoLP's annual E&I award.					

Workstream	Retention and Exiting	Owner	T/DCS Bradford	Date	07/07/22	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 BAME 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					01/08/22
				Set retention and exiting KPIs for line managers and targets across our protected characteristics					01/08/22
Progress since last update				Key next steps					
<p>Progress update has seen continued support to the strand lead and cooperation from Kam, HR and the SSN’s and SSA’s. I have identified four key work strands needed to deliver change/improvement.</p> <p>Work strand 1 – The identification and recording of data use.</p> <p>We need to baseline how the HR data from exit interviews should be used <i>in theory</i> versus our experiences in day-to-day process. The April workshop drew out initial discussions.</p> <p>Initial thoughts are improving the sharing and use of EI data, transferring from Performance Board to People Board and creating better data for Directorates and sooner when trends are identified.</p> <p>Work strand 2 – A review and agreement of the Exit Interview process.</p> <p>In 2021 (estimate) a swim-lane process map was devised and saved as the “to be” process. Drafted by David Cleverley and HR SMT, this sought to improve the EI process but there does not appear to have been wider consultation or sign-off.</p> <p>On 08/06/22 a workshop of representatives from around operational teams and SSA and SSN was convened. This sought to take a critical review of the process from the perspective of the individual, HR, line manager and SSA/SSN.</p> <p>A new process is being mapped out with an accompanying narrative with a view to have further consultation later in 2022.</p> <p>In precis, this adds a pre-exit process for maximising retention and an improved/empowered exit-interview process for potential leavers.</p> <p>Work strand 3 – Exit interview questions.</p> <p>It is unknown when the last review of the EI questions was undertaken; in any case, they need reviewing to ensure they remain relevant and are the right questions to illicit the information needed. An example of a new potential reason for leaving is cost of living crisis.</p> <p>Work strand 4 – Retention conversations.</p> <p>Linked to work-strand 2, improved support and advice to all levels of line management are needed to improve the culture towards “retention conversations”. They should be had in advance of someone getting to the point where they’ve made the decision to leave the organisation.</p>				<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.					

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Our Network Map

LGBT + Staff
Support
Network

CoLP
Federation

Black Police
Association

Health and
Wellbeing

Disability
Enabling
Network

Association
of Muslim
Police

Gender
Equality
Network ;

Women's Sub
Group

Men's Sub
Group

Menopause
Action Group

Parenting
Support
Network

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Interfaith
Association

Unite Trade
Union

Polish
Network

GMB Trade
Union

Gypsy Roma
and Traveller
Network

Christian
Police
Association

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Recruitment & Onboarding

Year 3 Tracker 19th July 2022										
Month	Year 3 Uplift	PCDA/ DHEP/IPLDP+/Pre Join	Police Now	DHEP – Direct Entry Detective	Transferees	Rejoiners	SOC ROCU	Returns (secondment)	Leavers Estimate	End of Month Headcount
Apr-22	894						1		(20)	875
May-22	875				4		1		(7)	873
Jun-22	873				5				(9)	869
Jul-22	869				6				(4)	871
Aug-22	871	50			10				(7)	924
Sep-22	924	50			8				(3)	979
Oct-22	979				14	5			(26)	972
Nov-22	972	50			13				(16)	1,019
Dec-22	1,019				8	5			(19)	1,013
Jan-23	1,013	40		20	0			1	(16)	1,058
Feb-23	1,058				0				(18)	1,040
Mar-23	1,040		10		0			1	(16)	1,035
Closing headcount at 31st March 2023	1,035									
Year 3 target headcount	995	* Inc additional 9 from SOC Uplift**			TARGET:					
Recruitment required from 1/4/22 to meet Year 3 target	101				PCDA/ DHEP/Pre Join/IPLDP+	190				
Recruitment ambitions to 31/3/23	302				DHEP – Direct Entry Detective	20				
Attrition to 31/03/23	(161)				Police Now	10				
Over/(Under)	40									

- a. The above Year 3 tracker remains broadly unchanged since June's update to Police Authority Board. There have been some slight amendments on the training calendar, namely around student constable intake start dates. There are still planned intakes due to commence in August, September, November, January, and a Police Now intake in March 2023. Attrition is also below predicted levels, which is commensurate to the number of transferees joining the Force, which has been reflected in July and August's figures on the Year 3 Workforce Tracker. However, we are seeing a trend with officers applying to transfer to the MPS (currently 14).
- b. In terms of achieving the IPLDP+/Pre-Join intake of 50 new constables in August, the Force are running two cohorts of 25 that are two weeks apart (8th and 22nd August respectively). This will allow for additional resilience in the event of unforeseen circumstances, such as welfare issues and candidates wanting to defer due to it being the summer period. The Force currently have 27 student constables that are cleared of all pre-employment checks and have been given final offers and confirmed acceptance to start on 8th August 2022. This again has been overpopulated to provide resilience as it can be invidious to predict candidate behaviour in the run up to a cohort starting.
- c. In terms of the August 22nd cohort, there are currently 13 new constables that have cleared all pre-employment checks and have been given final offers and confirmed acceptance. The Police Uplift Programme (PUP) team are currently working hard to increase the number on this intake on the run up to the start date

- d. With regards to the September intakes, the Force have a cohort of 25 officers planned for the Police Constable Degree Apprenticeship (PCDA) entry route as well as an additional 25 officers scheduled to join on the Degree Holder Entry Programme (DHEP) route. Both of these intakes will be supported by Coventry University, as the Force's chosen Higher Education Institute. In terms of the PCDA and DHEP September cohorts, there is a current pool of 89 candidates, all of which have conditional offers and 10 are at the Risk Managed vetting stage.

Current Candidate Breakdown by Entry Route as of 19th July 2022

Overview of Intakes /Offers								
19/07/2022	Total Pool at conditional offer stage	Final Offer Accepted	At Vetting Risk ma	Conditional offers	Male	Female	Gender Not stated	Ethnicity /not stated / prefer not to say
IPLDP & Pre Join August intakes	52				38	14	0	21
8th August 2022		27	6		22	4	0	4
22nd August 2022		13	7		9	3	0	3
PCDA	39				31	7	1	11
19th September 2022		4-awaiting acceptance			4	0	0	1
DHEP	50				37	13	0	22
DHEP -26 September 2022		4			3	1	1	1
Next Day 1 -Online Assessment	18-25 August 22							
Day 1 results pending	62 candidates from 1 st – 8 th June – Results -18 passes/14 fails -more results to follow				50 candidates from 14 th – 21 st June – 23 Pass /18 failed /7 still awaiting result			
Next Day 2 -	19,20,21 July 2022 -Booked to attend 37	Next Day 2 (16,17,18 August 2022)						
Overview of applicant pool								

- e. From the student constable intakes, 75% are male and 25% are female. 76% are non-BAME and 11% are from a Black, Asian, and Minority Ethnic background. This data is not currently in line with force ambitions, however, this is a challenge that is not unique to the Force and most forces nationally are not meeting their diversity ambitions. However, they are employing a number of options in line with our continued Outreach and Comms Strategy, including the following:-

- Placing job adverts to target particular groups, to increase the number of applicants from underrepresented groups. This could include part time, flexible working and job share adverts as it is know more female officers apply for this than male ones. Increasing targeted advertising on popular female social media platforms.
- Including statements in job adverts to encourage applications from under-represented groups, such as 'we welcome female applicants'.
- Offering training or internships to help certain groups get opportunities or progress at work. This would include input from the women's network and other staff associations

- Offering shadowing or mentoring to groups with particular needs. This would also be expanded to assistance with promotion preparation for anyone with protected characteristics at underrepresented ranks.
- Hosting further open days/webinars specifically for under-represented groups to encourage them to get into a particular field.

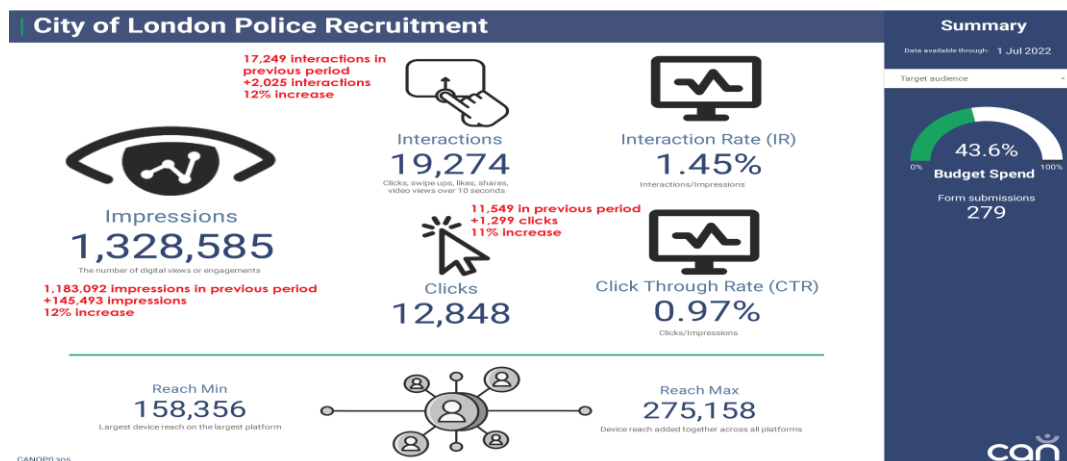
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Appendix D - Advertising and Communications

- a. The Force's new recruitment and advertising campaign went live on 6th May and below is the latest data, which shows an progressive increase in number of social media posts, impressions and engagements. This continues to be monitored and scrutinised via weekly PUP Grip meetings.

Date	Number of posts	Total impressions	Total engagements
06/05-20/05	36	94,513	3,360
21/05-03/06	56	367,694	12,840
04/06-15/06	101	449,995	17,903
15/06-29/06	127	506,413	19,951
	+26	+56,418	+2,048

- b. The transferee social media campaigns continue, with 6 being live on the Force social media platforms. The Force Corporate Communications have also launched Instagram reels of operational units (both uniform and detective) and work is ongoing to create force recruitment and outreach videos and these are expected to be completed in August with Corporate Communications sign off.



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Appendix E

Police Authority Board - Professional Standards and Integrity Committee Quarterly Equality and Inclusion Update - August 2022

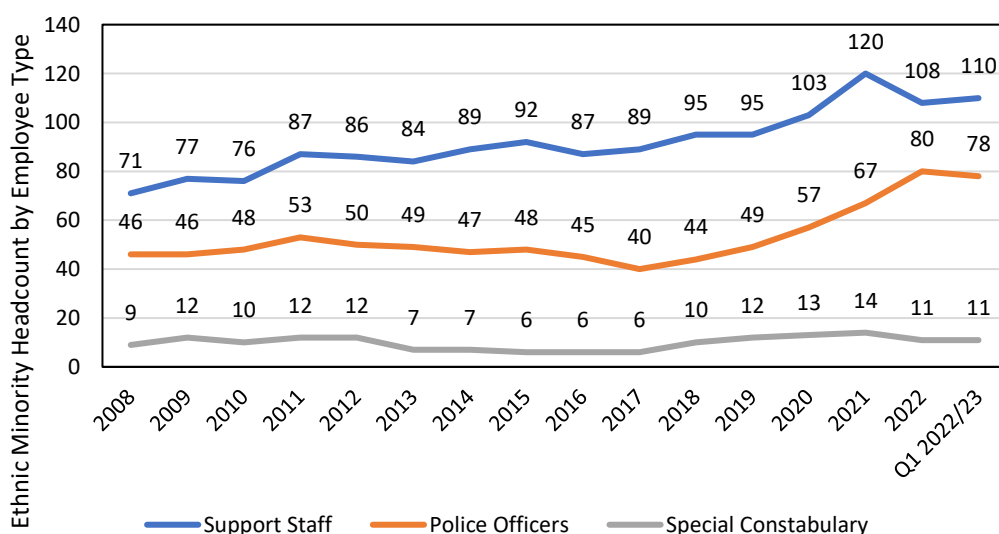
Workforce Monitoring Report

Ethnicity

1. For this reporting period (1st April 2022 to 30th June 2022), the number of Ethnic Minority (excluding white minority) Police Officers has slightly decreased to 78 due to a couple of resignations. The number of Ethnic Minority (excluding white minorities) Police Staff has increased to 110. The graph below represents the number of Ethnic Minority Police Staff, Officers, and Special Constabulary within the Force at the end of each financial year from 2007/8 to 2021/22 and Q1 2022/23.
2. When compared nationally, the Force's Staff Ethnic Minority representation rate is currently ranked second highest among all national forces (not including BTP) and is sixth highest for Officer representation (not including BTP).
3. The force's Equality & Inclusion Operational Board oversees the work on the NPCC plan. The force has made improvements in a number of areas. The force 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 Ethnic Minority officers are supported by a buddy when they join the force.

Force Workforce Profile by Ethnicity 2008-2023 (financial year)

COLP Workforce Ethnic Minority Profile (FY 2008 - 2023)



Gender

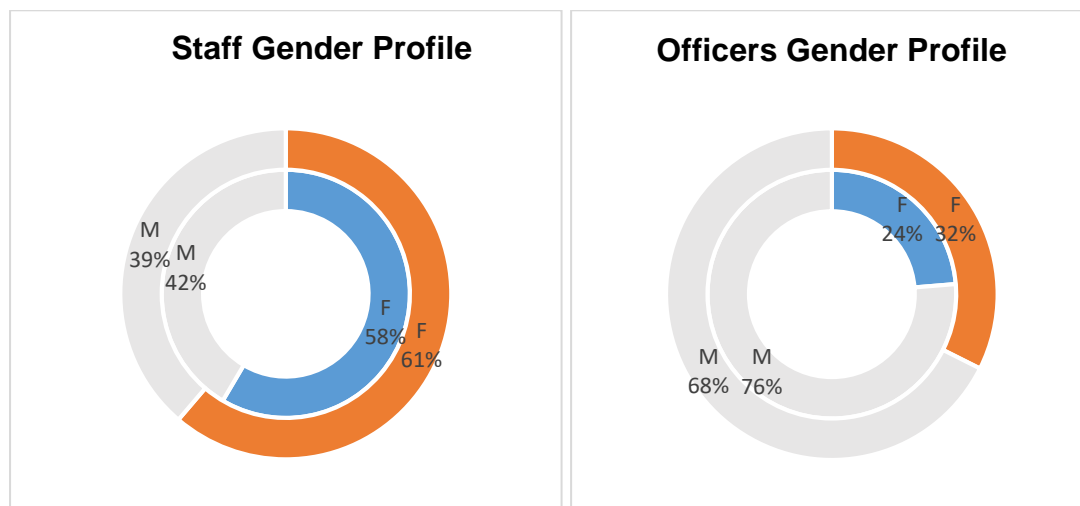
4. The percentage of female Police Officers stands at 23.7% in June 2022. As part of 2019-2024 People Strategy, the Force is continuing to undertake a number of activities to improve female representation. Approximately 26.1% of applications received during the period (April – June 2022) for Police Officer recruitment campaigns (internally and externally advertised) were from female applicants; 9.1% of Police Officer joiners were female in the reporting period. The Force can seek to increase the female representation by a number of methods including the wording of the adverts to reflect more flexibility in our offerings.

The national average for female Police Staff stands at 61.2% as of 31 March 2021, as of June 2022 the Force's female Police Staff representation rate is 58.5%. It is worth noting that the force has a more even representation of male and female Police Staff.

5. In regard to improving the female representation the Force 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.
6. Following the second successive year of the Direct Entry Detective Programme, where 75% of those that joined were female in March 2022, the Force are collaborating with Police Now again, to recruit a higher intake of recruits for 2022/23. During the student officer campaigns the Force have been running positive action events including webinars to candidates where the Force have female officers taking part to encourage female applicants to apply.

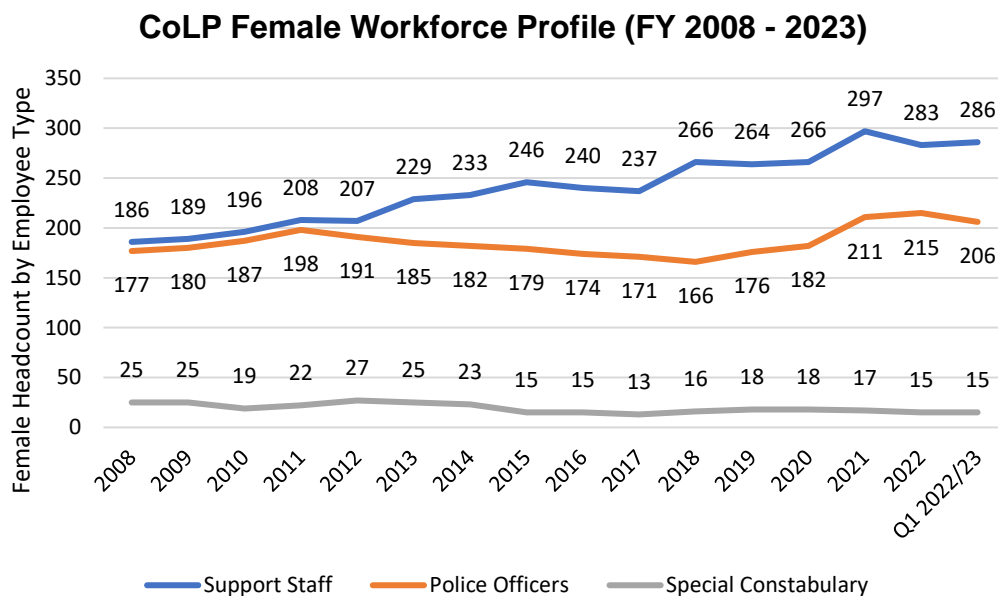
Gender Comparison

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



Workforce Female Gender Profile – 2008-2023

Looking at the graph below, the reduction in female officer headcount is related to the number of female officers leaving the force in the last three months, the majority of which retired from policing, as well as a number of female Officers going on secondment to other forces or associated organisations. Secondments out of force can be great development opportunities for Officers in which they can gain additional skills to put into practice on their return to the Force.



Disability

7. The Force's disability profile remains similar to data previously reported with 21 Police Officers and 12 Police Staff currently identifying themselves as having a disability.
8. As of 30th June 2022, 42 Officers are working under 'recuperative duties' (short term) and they currently have 35 Officers on adjusted duties (long term).

The force has in-house Dyslexia Assessors which support colleagues on all matters related to dyslexia including reasonable adjustments.

Sexual Orientation

9. All Police Officers and Police Staff are invited to define their sexual orientation on application to the City of London Police. Across the workforce, 37 members of Staff and/or Police Officers have identified themselves as gay, lesbian or bisexual (38 previously reported), with 833 employees choosing not to disclose this information or choosing "prefer not to say".

Age

10. The current age profile of the Police Staff workforce ranges between 18 and 65+. There are currently 176 Police Staff aged 50 and over. 313 members of Staff are between the ages of 18 and 49.
11. The age profile of Police Officers ranges between 20 and 60+. There are currently 153 Police Officers aged 50 and over. Police Officers can retire once they complete 30/35 years' service (depending on pension scheme). The Force currently has 10 Officers who have 30 or more years' service and therefore could be eligible to retire. There also another 18 Officers that could be eligible to retire in 2022/2023 as they currently have 29 years' service.

Religion and Belief

12. Currently 22.8% of the total workforce (Police Officers & Police Staff) identify themselves as Christian; 2.4% Muslim; 0.7% Hindu; 0.5% Buddhist. 1.3% identified as having another religious belief, 0.4% Jewish and 0.6% Sikh, whereas 71.3% either have no religion, prefer not to say or have chosen not to disclose their religion or belief.

Promotions

13. There were 4 promotions campaigns between August 2021 – July 2022 at various stages of recruitment/on-boarding including a Superintendent, Chief Inspector, Inspector and Sergeant campaign. (Another 3 promotion campaigns took place in this time period but due to a different application process diversity information is not collected at recruitment stage.) Of the 4 main promotions campaigns, 17.1% of applicants were female and 7.2% of applicants were from an ethnic minority background. Of those that were successful at interview, 21.4% were female and 5.4% were from an ethnic minority background.

Appendix F – KPI Measures Table (August 2022 update)

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	<ol style="list-style-type: none"> 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.	<ol style="list-style-type: none"> 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.	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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.	<ol style="list-style-type: none"> 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)

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Our Culture

Integrity Professionalism Compassion

Developing
Our People
Framework



DA Matters
training

Ethics & Culture
Workshops



Women Only
Personal Safety
Training

Listening Circles
for Women &
Minority Groups



Focus-on
Sessions

Positive Action
Leadership
Scheme



People &
Culture
Development
Programme

Our People
Conference



Professional
Standards
Newsletter

CITY OF LONDON
POLICE



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Committee(s): Strategic Planning and Performance Committee Police Authority Board	Dated: 12 September 2022 27 September 2022
Subject: Quarterly Community Engagement Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1. People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 67-22	For Information
Report authors: HQ, Sector Policing, Specialist Operations	

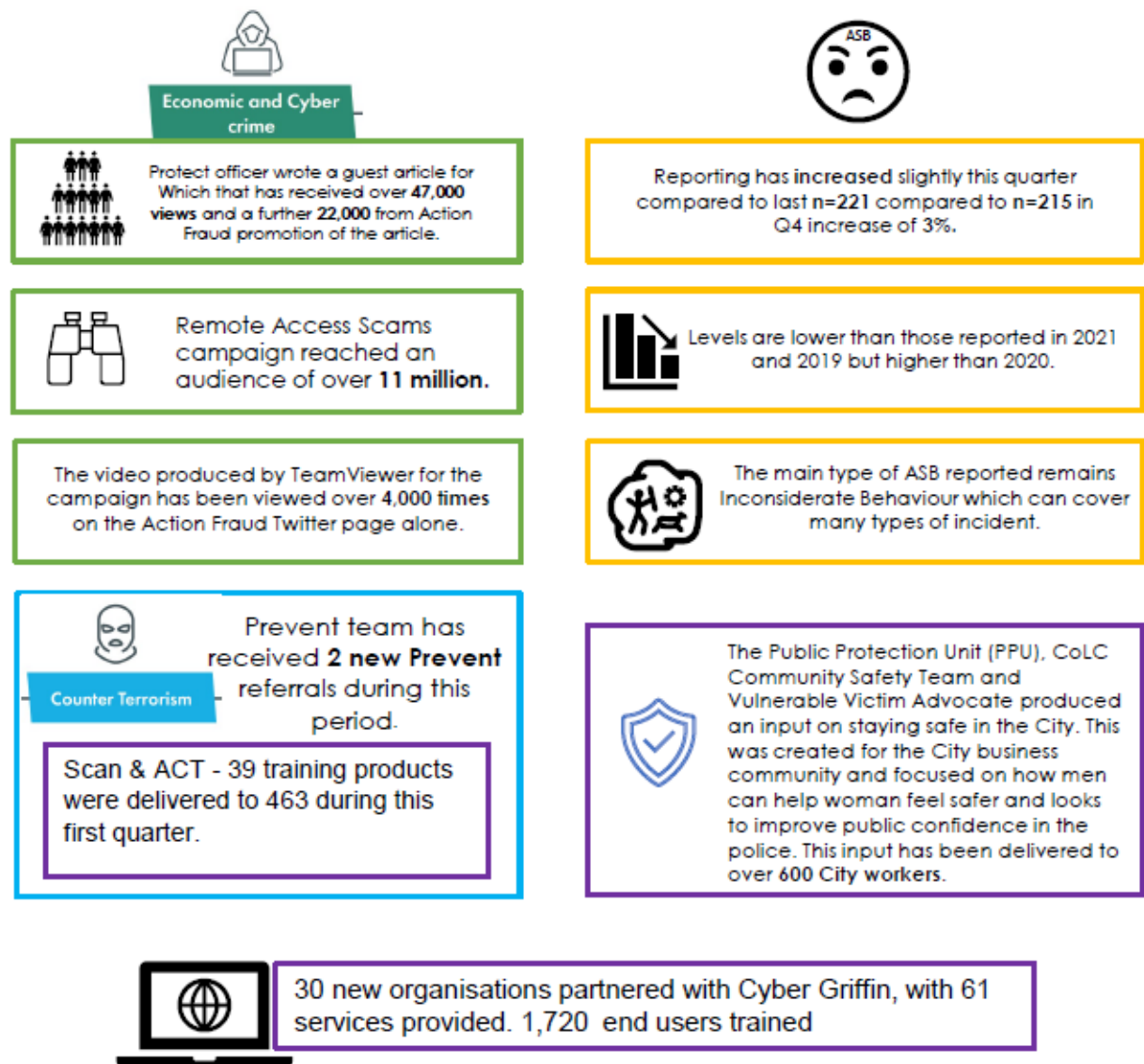
Summary

This report provides the quarterly update (April 2022 to June 2022) on engagement taking place across the City of London Police area within the following areas: (1) Counter Terrorism (CT) and Prevent; (2) Safeguarding the Vulnerable; (3) Prevention of Fraud and Cyber Crime; (4) Anti-Social Behaviour (ASB) and Sector Policing; (5) Engagement with the Independent Advisory and Scrutiny Group (IASG)

Recommendation

Members are asked to note the report.

Community Engagement Dashboard



Main Report

1. Counter Terrorism and Prevent

PREPARE & PROTECT: Mar- Jun 2022

Counter Terrorism Security Adviser (CTSA) team:

- 1.1 The CTSA team proactively support the Protect and Prepare elements of the national CONTEST Strategy, delivering on protective security advice, CT awareness, both physical and people security measures and ensuring our community is prepared as possible in dealing with a terrorist attack. A fundamental part of the CTSA role is face to face engagement, assessment, and

product delivery. With more City workers returning to the office, face to face delivery has increased over this reporting period.

- 1.2 The team continues to support partners within the City of London Corporation including the Public Realm and Planning teams. The CTSA team supported the local authority in providing security assessments on applications for table and chair licences and has improved physical security of crowded places within the City of London. Applications for these licences have vastly increased during this reporting period. The team has also continued with the crowded places assessments. Engagement continues with all businesses/partners where opportunities arise.
- 1.3 Whilst not in Q1, as part of the Force's Testing and Exercising regime and in response to the Manchester Arena Inquiry, a table-top exercise was held on the 13 July 2022. The aim of the exercise was to seek to ensure that the Force is prepared to respond to a city-based Major Incident with an effective command and control capability. This provided an important engagement opportunity, in terms of working with partners and protecting the public. At the time of writing, learning from this exercise is currently being assessed.

Practical Training Package

- 1.4 The CTSA's have continued to deliver training packages to businesses such as See Check and Notify (SCaN) and ACT (Action Counters Terrorism). With an increase in businesses returning to office, the demand for training products such as vehicle screening, postal awareness has returned. This quarter also saw the Jubilee celebrations enhanced training, preparation and testing was conducted with St Pauls Cathedral and key stakeholders. 39 training products were delivered to a total of 463 during this first quarter.

Regional Meeting/Training

- 1.5 The CTSA office have been liaising with NaCTSO (National Counter Terrorism Security Office) and Homeland Security in consultations and workshops to assist in the development of the Protect Duty, to improve public security and to help shape future legislation. This was delivered locally to the police authority board.
- 1.6 Following the launch of the new 'Notify Pad'¹ designed by the CTSA's. A variety of business across the City of London have been recruited for the first phase of the trial. 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 CoLC. Positive feedback from participants has been received.
- 1.7 This period has seen three members of the CTSA team complete the initial Counter Terrorism Security Advisor Foundation course and enter the 2-year pathway towards accreditation.

¹ Notify Pad is an application designed by CoLP and being piloted, to assist in better use of hostile reconnaissance data

Planned Future Activity

- 1.8 The CTSA team will continue to deliver SCAN and Act training across the city, focusing on areas of identified vulnerability.
- 1.9 Work will continue nationally with the National Counter Terrorism Security Office and as information becomes available around UK Protect and the anticipated Protect Duty this will be shared with stakeholders.
- 1.10 The team will continue to collaborate with the City of London Corporation (COL) to address the planned changes in legislation and the issuing of Pavement licences.

PREVENT: March - June 2022

Referrals

- 1.11 The Prevent team has received 2 new Prevent referrals during this period. One of these referrals was anonymous and relates to a City resident. Work on this case is ongoing currently whilst the second referral was related to an arrest in the City, and this has now been transferred to the local Metropolitan Police Prevent team.

Prevent team meetings / Media:

- 1.12 The Prevent team is involved with a Project Starlight pilot in the CoLP. Project Starlight is a national project run by CT policing which identified a link between terrorism offenders and domestic violence perpetrators, victims and witnesses. The CoLP pilot has recently gone live and will involve a series of pertinent questions asked by the Public Protection Unit (PPU) when speaking to domestic violence victims during the course of their investigation. Answers supplied will assist in identifying any concerning behaviours of the offender and the Prevent team would be made aware for any subsequent investigation. This pilot is a collaborative approach with Prevent and PPU.

Planned Future Activity

- 1.13 The Prevent team continue to engage with the CoLP vulnerability working group as the 14th strand of vulnerability to ensure radicalisation is considered in all areas of policing². The Prevent team plan to launch an awareness campaign in force during November 2022 around V2R (Vulnerability to Radicalisation) to highlight the dangers of radicalisation and signs displayed when a person is in the process of being radicalised. Future planned events currently include a Continuous Professional Development (CPD) event with numerous guest speakers, a Prevent focused tabletop exercise for officers and the launch of Prevent Ambassadors in force.

² This relates to the NPCC National Vulnerability Action Plan where risk of radicalisation is being implemented as the 14th core discipline of public protection. [NVAP.pdf \(npcc.police.uk\)](#)

Stalls/Engagement

- 1.14 Engagement has continued this quarter with the Prevent team attending events including the City-wide residents meeting at the Guildhall, Op Rocotta (a Sector Policing led Crime Prevention operation in the City), numerous pop up Prevent/Community Policing events aimed at City residents taking place at City libraries over the Spring/Summer months, and safeguarding events at the Guildhall School of Music and Drama.
- 1.15 In person presentations with City businesses have continued. The importance of Prevent was reiterated to businesses during the CT2022 event and this has led to an increase in enquiries about what the Prevent team can offer.
- 1.16 The Prevent team has recently reached out to the new youth services provider in the City, Society Links. A future meeting will discuss a Prevent training package which will be offered to staff highlighting the signs of Radicalisation and the reasons why individuals may become radicalised. This is important as youth services in the City have been impacted over the lockdown period where online radicalisation especially increased.

Internal Women's Network/Islamic Women's Network

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

Practical Training Package

- 1.18 The Prevent team deliver a training package to identify signs of radicalisation and what to do when this occurs. Prevent training sessions are being held internally on a monthly basis for new recruits and transferees. Sessions are also planned for the business community in the coming months. In the past year training has been delivered to all of the uniform groups, PPU and new starters/transferees and will be repeated from October 2022. Approximately 60 participants have attended these training sessions in Q1. External sessions for Mental Health nurses have also been provided along with holding stalls to raise awareness in conjunction with Sector Policing.

Regional Meeting/Training

- 1.19 The Prevent team is continuing to work with the Prevent teams from around the country looking at the best ways for improving professional and best practice. Future training courses has been booked over the summer months.

CT Local Profile (CTLP)

- 1.20 The CTLP for the City of London is now complete and plans for a local partner presentation event . The Prevent team recently attended an NHS pan London event where local CTLP's for all London areas were presented by City of London and Metropolitan Police officers to senior NHS staff.

PURSUE: March 2022 – June 2022

- 1.21 The pursue detectives engage with the business community, primarily because of Op Lightning/hostile reconnaissance activity reported by SCan trained security guards. Detectives specifically focus on the need for quick reporting and high quality report submissions to allow for a quick and affective risk assessment.
- 1.22 Detectives are now asking the community for feedback on Op Lightning reports to better understand the needs of the community and improve the service. This comes in the form of a questionnaire which is sent out to every business or member of public that reports CT related intelligence.
- 1.23 Detectives have developed a package along with our Public Protection Unit to highlight and understand the risk of radicalisation when vulnerable children and adults have witnessed or become involved in Domestic Abuse. All Public Protection officers have received a bespoke briefing and are now actively looking for vulnerabilities to radicalisation when dealing with members of the public.

Planned Future Activity

- 1.24 Detectives are piloting a CCTV system that may help track and identify subjects suspected of conducting Hostile reconnaissance via description and behavioural assessment. This will involve a testing and exercise event in the coming period.
- 1.25 CoLP is looking to collaborate with MPS/SO15³ to strengthen our working partnership and enhance our capability to combat Terrorism across all 4-P strands. A working project is currently being set up with progress to start in the coming months.
- 1.26 A new DCI will take up a role within the department with their main task being to lead on the MPS SO15/CoLP collaboration. The new DCI is from the MPS SO15 command and brings a wealth of CT experience to the department.

2. Safeguarding and Vulnerability

- 2.1 CoLP has maintained an active role in community engagement around Violence against Woman and Girls (VAWG). Weekly meetings are being held to discuss the progress of the engagement surrounding VAWG and ways in which the CoLP are committing to the plan.
- 2.2 As previously reported to this Committee, Reframe the night is a CoLP and Corporation campaign that has recently started within the City and is focused on bystanders, aiming to start conversations, particularly amongst men and boys to stand up and challenge these behaviours when they see them and 'make these

³ Counter Terrorism Command (CTC) or SO15 is a Specialist Operations branch within London's Metropolitan Police Service.

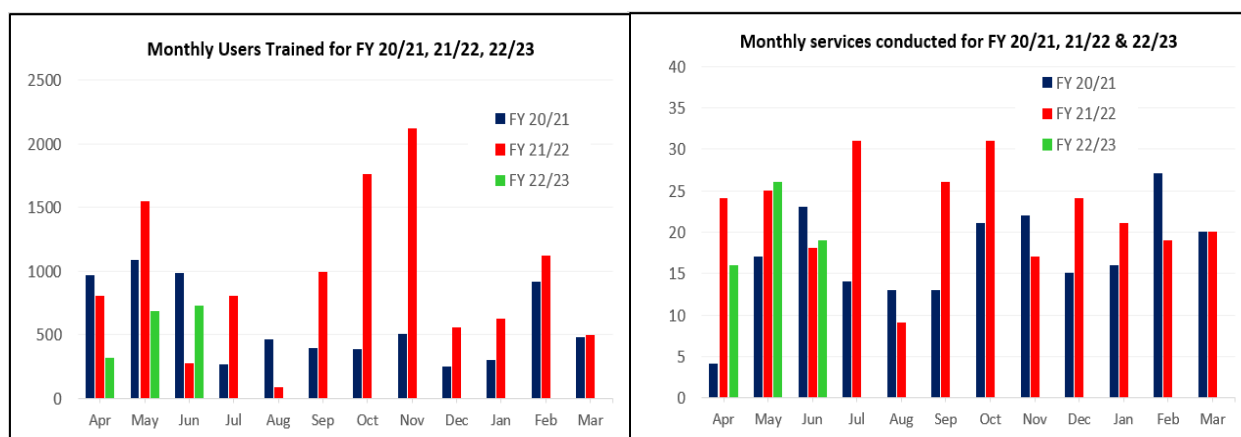
attitudes a thing of the past'. Sector Policing, PPU, and a number of partners including the Corporation and working collectively to engage with the public to inform, educate and re-assure.

- 2.3 Since the last update, the Public Protection Unit (PPU), CoLC Community Safety Team and Vulnerable Victim Advocate are still producing an input on staying safe in the City. This was created for the City business community and focused on how men can help women feel safer and looks to improve public confidence in the police. This input has been delivered to over 600 City workers and this is still ongoing albeit the interest has slightly declined.
- 2.4 PPU worked closely with the Licensing Team, City Corporation Community Safety team and Vulnerable Victim Advocate to organise a conference for hotel staff. This took place on 13th July at a venue in Broadgate Circle with the aim to identify vulnerability and support people at risk of harm. It included inputs on Modern Slavery and Human Trafficking (MSHT), domestic abuse, child exploitation. There were also inputs by guest speakers who have been victims of high harm offences.
- 2.5 The opportunity remains for hotel staff to undertake Welfare and Vulnerability Engagement (WAVE) training so that 'Ask for Angela' will be available in hotels alongside licensed premises. The increase in venues that offer 'Ask for Angela' will further increase the feeling of safety in the City, especially during the Night Time Economy.
- 2.6 Hotels have been chosen as they are open 24/7 with staff always present. Ask for Angela is the name of a campaign in England that started in 2016 that is used by bars and other venues to keep people safe from sexual assault by using a codeword to identify when they are in danger or are in an uncomfortable situation. The 'Ask for Angela' safety initiative has been highlighted alongside promotion for Safer streets reporting as part of the Operation Reframe response. These initiatives have been highlighted on leaflets and also via the DIGI-STOPPER (mobile communication) Boards. The Licensing team is also completing quality assurance checks on Ask for Angela venues during this Operational activity.
- 2.7 The PPU is continuing to work closely with City schools. Further engagement is planned with students at the City of London School (CLS) in relation to 'how men can help women feel safe'. This follows feedback from students at the City of London School for Girls (CLSG). This input will be provided in conjunction with the Vulnerable Victim Advocate and the Sector officer for the area however due to the exam period this has not yet taken place, although PPU are looking to obtain a date for this as soon as possible.
- 2.8 Within the above-mentioned training, PPU are looking to include safeguarding training (for the pupils) and awareness of the forms of Child Criminal Exploitation (CCE). This training package has yet to be created and permission from the school and parents themselves will need to be granted prior to commencing the training. This is a work in progress with a view to introduce this by December 2022.

- 2.9 Operation MAKESAFE is a national operation whereby premises are trained to identify any child at risk of Child Sexual Exploitation (CSE) and CCE. Meetings are being held with the cadets and their leaders, operation dates discussed, and locations being arranged. This will enable the City of London to identify areas of risk, establish the degree of training needed and the level of understanding within the square mile of CSE and CCE.

3. Prevention of Fraud and Cyber Crime

- 3.1 Q1 of FY 22/23 has seen 30 new organisations partner with Cyber Griffin, and the team conduct 61 services. The team has trained 1,720 end users which is 69% of the quarterly target. The feedback from businesses and the impression received is that organisations have shifted their focus to improving their security plans and incident response processes in light of the wider global events. As such, the uptake of the two services that cover these areas has increased significantly. These inputs are delivered to a smaller cohort of people meaning that Cyber Griffin has delivered more services over the period than in previous years but to smaller groups of people.
- 3.2 Cyber Griffin continues to explore a diverse range of avenues to ensure it effectively delivers its advice to as many businesses and individuals in order to protect themselves from cyber-crime. The programme is currently investigating several projects to explore extending our services nationally and internationally, without diminishing the impact to organisations in the Square Mile. So far, the programme is scheduled to conduct 36 services in Q2 of FY 22/23, and this is likely to increase during the quarter itself although in the past it has been a slower period due to school holidays and employees taking annual leave.
- 3.3 Cyber Griffin continues to have positive meetings with Bristol University and remains on target to release the new Incident Response Exercise this year. Feedback on this new product continues to be positive, as does the feedback related to all existing Cyber Griffin core services. For more details, please visit the Cyber Griffin website: www.cybergriffin.police.uk
- 3.4 A comparison of monthly end users trained, and services conducted across FY 20/21, 21/22 and 22/23.



Prevention of Fraud

- 3.5 Cyberhood watch: The Protect Team has started conversations with the National Cyber Security Centre (NCSC) and Neighbourhood Watch to discuss ways that their Cyberhood watch ambassadors can support Protect officers in disseminating consistent cyber security advice to harder to reach areas of the UK, including those who are not regular users of computers or smart phones. The first stages are attending the Cyberhood watch bi-monthly meeting and facilitating introductions between Protect officers and Cyberhood watch ambassadors in their local area. This will be ongoing into the next quarter.
- 3.6 Remote Access Scams campaign (4 April) reached an audience of over 11 million, video produced by TeamViewer for the campaign has been viewed over 4,000 times on the Action Fraud Twitter page alone. Protect officer Christine Barnes wrote a guest article for Which? as part of the campaign that has received over 47,000 views and a further 22,000 from Action Fraud promotion of the article.
- 3.7 The final stages of the Domestic Abuse, Stalking and Harassment project included presenting to the Home Office to get feedback and appropriate sign off. The Domestic Abuse, Stalking and Harassment (DA&SH) project focuses on how technology can be used and abused in these settings. The project consists of one x 1-hour presentation and 1 x 4-hour workshop aimed at helping DA&SH practitioners and the police understand the risk that technology can pose to victims and provide tools to help victims learn how to Protect themselves from this type of abuse.
- 3.8 In July, the 1-hour presentation from the DA&SH project was delivered online to the Protect network to train the trainer and relevant materials were shared with the network to use during engagements.
- 3.9 In September, the Protect network will receive in-person training on the 4-hour workshop. Following this training, Protect officers will be able to use these materials to deliver inputs to DA&SH charities, practitioners and police officers/staff.
- 3.10 A presentation was given with DCPCU/UK Finance members to give an overview of Action Fraud, NFIB and how the report process works to encourage interaction.
- 3.11 Staff attended a 2-day workshop in Holland with multiple international police forces regarding education to prevent cyber-crime.

Other Activity

- 3.12 A phishing awareness campaign launched on the 11th July to increase awareness of reporting to the Suspicious Email Reporting Service (SERS). The

campaign was supported by 40 police forces with a reach of 8.5m and over 36m impressions. We have monitored SERS to see if the campaign has resulted in any changes in reporting patterns and there was an uplift of over 30,000 reports in the week following the campaign.

3.13 14th July – presentation to Barclays SME customers took place.

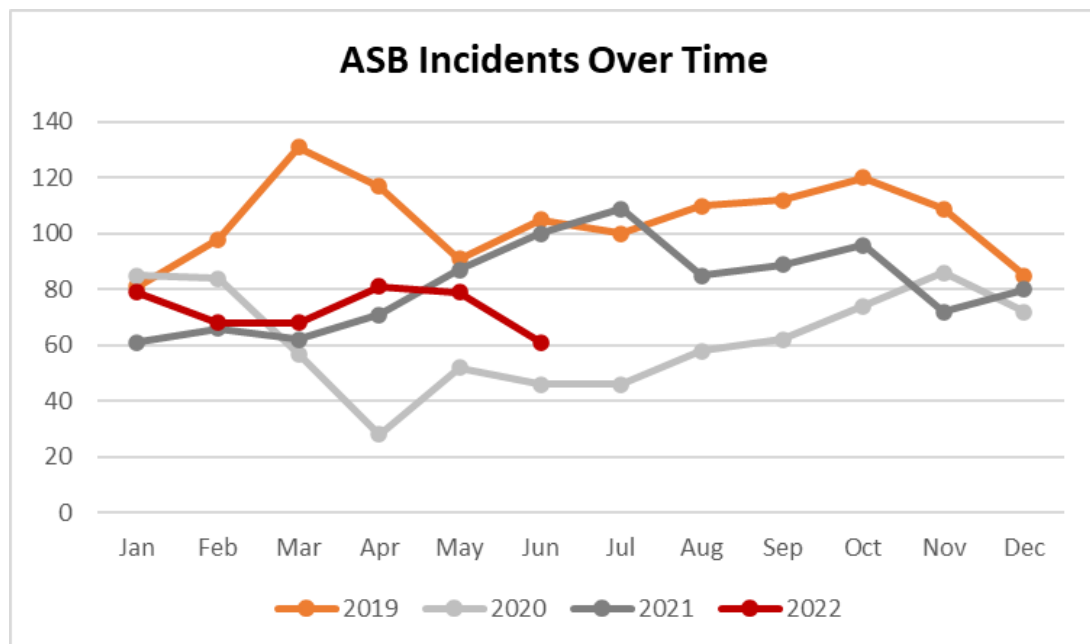
4. ASB and Sector Policing

Anti-Social Behaviour (ASB)

The following ASB information covers the Q1 for 2022 (April to June inclusive):

- Levels of reporting have increased slightly this quarter compared to last, n=221 compared to n=215 in Q4 an increase of 3%.
- Levels are lower than those reported in 2021 and 2019 but higher than 2020.
- The main type of ASB reported remains Inconsiderate Behaviour which can cover many types of incidents.
- Similar to last quarter we have seen a shift in the reporting of incidents towards the end of the week, with peaks on Thursday and Saturday. Levels are fairly consistent across the beginning of the week before falling to the lowest level on Sunday.
- Most incidents this quarter refer to individuals refusing to leave licensed premises or alight from buses and taxis, there has also been an increase in reports of aggressive individuals and fights related to night time economy venues.
- There has been an increase in the number of reports of groups skateboarding, cycling and doing parkour (a type of free running). There were also some reports of urban explorers but less than in previous quarters.

ASB Incident Data by Month

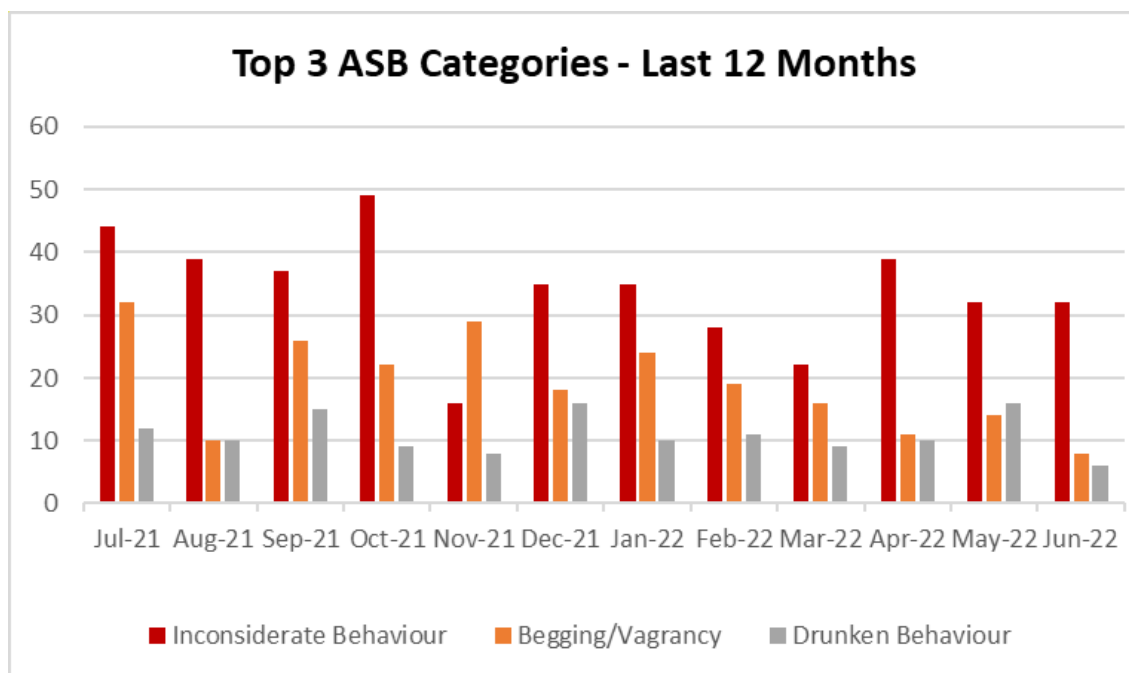


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2019	81	98	131	117	91	105	100	110	112	120	109	85
2020	85	84	57	28	52	46	46	58	62	74	86	72
2021	61	66	62	71	87	100	109	85	89	96	72	80
2022	79	68	68	81	79	61						

- 4.1 The number of ASB incidents has decreased throughout the quarter following a slight peak in April and continue to remain below those experienced before the covid-19 pandemic and much of 2021. Due to seasonal variances seen in previous years the volume of incidents may increase during the next quarter.
- 4.2 On average there have been 74 incidents reported per month between April and June and 81 a month over the last 12 months. Compared to Quarter 1 in 2021 we have seen a 14% decrease in ASB reports this year and when compared to 2019 Q1 ASB reporting there has been a decrease of 29%.
- 4.3 The top three wards where ASB incidents took place this quarter are Bishopsgate (41), Tower (23) and Castle Baynard (14). The only notable repeat street location this quarter was Bishopsgate recording 23 incidents, 11 incidents occurred within the Barbican estate.

Highest Recorded Categories

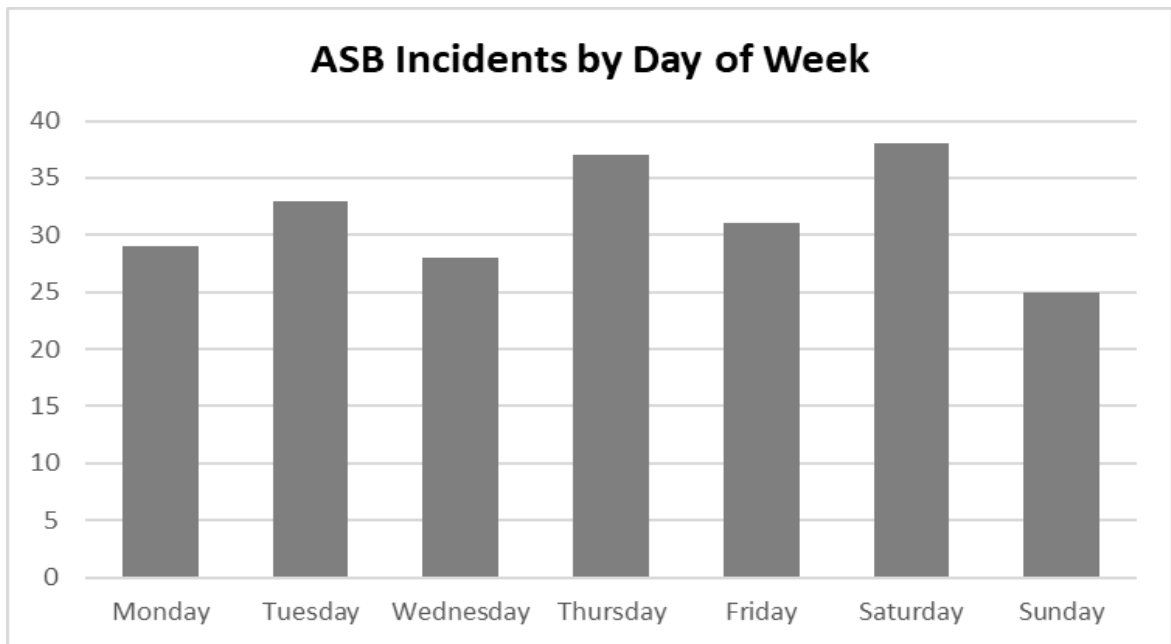
- 4.4 In the current period Inconsiderate Behaviour (n=103) is the most reported category of ASB with all other categories having very few reports. The next most common are Begging/Vagrancy (n=33) and Drunken Behaviour(n=32). Levels of noise nuisance complaints have decreased significantly from their peak in 2020 with just 16 reports this quarter. This is likely due to less people being at home under lockdown/ restrictions during the pandemic.
- 4.5 After reviewing records classified as 'Inconsiderate Behaviour' some records could have been recorded in other categories in the above table as they have referred to specific behaviours such as drunkenness, playing loud music, throwing objects etc. Categorisation is based on the recording officer's interpretation and where some incidents refer to multiple categories they may have been recorded against inconsiderate behaviour as a catch-all. This could explain why it is always the most prevalent category in data returns.



- 4.6 The above graph shows that all three of the top categories have gradually decreased across the quarter and that the increased levels of begging/vagrancy seen previously in the year have not been maintained.
- 4.7 The main issue being raised in this period is people refusing to leave licensed premises or transport such as bus and taxis when asked by staff. There has also been a lot of reports of aggressive individuals sometimes within premises or just on the street, this is a new trend that has not been frequently reported previously and will be monitored to see if it continues in coming quarters. Reports of groups skateboarding or cycling and causing noise nuisance or intimidation have increased this quarter as have reports of urban explorers. There were a few reports of noisy groups thought to be filming music videos in residential areas.

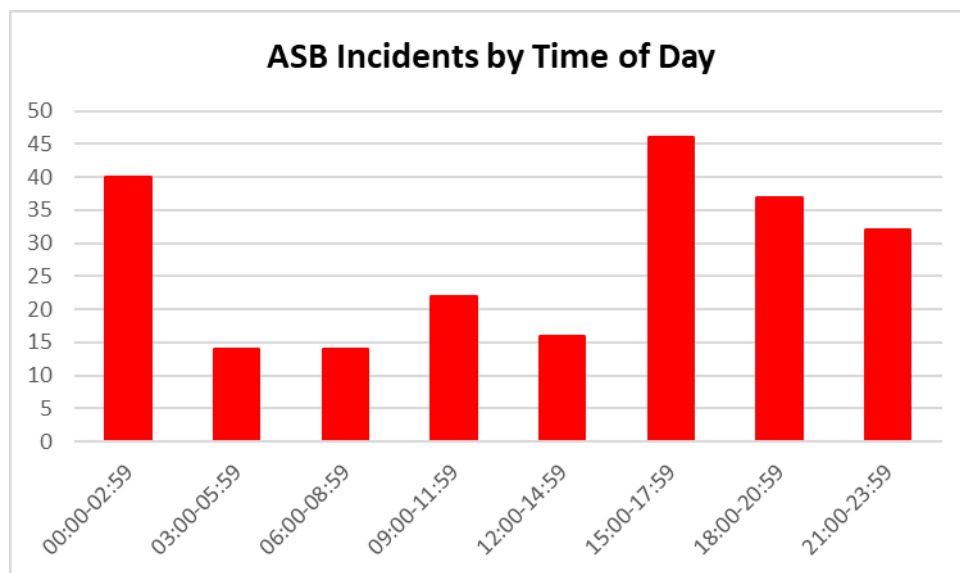
Days of the Week

- 4.8 In the current period incidents are more commonly reported on Saturdays and Thursdays and lowest reporting levels occur on Sundays and Wednesdays. Levels are similar across the weekdays and then both peak and trough at the weekend.



Time of Day

- 4.9 Reporting of all ASB incidents in the current period are shown in the below graph broken down by three hour periods across the day. Incident reports occur most frequently in the 12 hour period from 15:00 to 02:59 and are at their lowest between 03:00 and 08:59. The peak has moved from 21:00-23:59 in Jan-Mar to 15:00-17:59 reflecting the change in season.



How the Report Data was obtained

The data obtained in this report was completed using SAP Business Objects and extracting the information from RMS Niche. The search has been built on the criteria provided as a result of the ASB audit – it includes all occurrences where the local qualifier and stats classification are set to ASB.

Sector Policing

- 4.10 Sector Dedicated Ward Officers have run crime prevention/engagement initiatives through Operation Patella. This initiative targets hotspot locations that show any increase in theft shoplifting offences and actively introduces hotspot patrolling to deter crime. There were 3 deployments during Q1 at Bank, Monument and Liverpool St. During the times of these deployments (1200-1600) there were no thefts reported.
- 4.11 City of London Police officers and staff held a number of crime prevention stands and community engagement (Operation Rocotto) hubs to reach out to businesses, residents and visitors to the Square Mile, in collaboration with the City Security Council (CSC).
- 4.12 The Op Rocotto "Hi Visibility Day" was a joint initiative with the CSC and the City of London Crime Prevention Association. Officers provided support and information around personal safety, road safety, protecting personal belongings and online safety. Project Servator also worked closely with the CSC on the day.

Dedicated Ward Officers (DWO) and Licensing:

- 4.13 Cluster Panels/Meetings: Following our launch of the panels in January 2022 meetings took place on:
- Monument Cluster - Wednesday 20th July 2022, 17:30 hours at 40 Gracechurch St.
 - Barbican Cluster - Thursday 14th July 1800 hours at Golden Lane Community Centre.
 - Fleet Cluster - Wednesday 20th July, 1730-1900 hours at 6 New Street Square.

Changes to the City Police website to reflect the timings of the upcoming meetings is in progress. The dates and venues of these meetings are published on the monthly briefing notes, which are sent to the Councillors and Aldermen, and who are also invited to the meetings. The ASB co-ordinator now attends the cluster panels. The dates of these meetings are also placed on the platform 'NextDoor' and the residents Newsletter. The DWO's have been creating flyers to be handed out, this is a work in progress and CoLP Corporate Communications are working with the officers to create a standard flyer that can be edited for each Cluster.

- 4.14 These are some of the examples following the Cluster Panel meetings:
- On Thursday 16th of June Officers met with a resident at the Barbican to discuss ASB issues and have a walk around the estate to point out some of the priorities.
 - On the 21st of July, OP ROMSEY focus was expanded to include the main hotspot of cycle related ASB located in and around the Barbican, All DWO's and RPU were involved in the Operation. There was multi-agency working including security at the Barbican to tackle the by-law issues (skateboarders/cyclists) within the Estate.
 -

- 4.15 A comprehensive review of Amazon Web Services (AWS) project has taken place where we evaluated feedback from participating students and lessons

learnt from the wider CoLP / CoLC / AWS project delivery. The planned next phase is to commence with a launch event on Saturday 24th September 2022. (See appendix A).

Other Activity

- 4.16 ASB awareness week commenced on the 18th July. City of London Police and partners engaged with residents, workers and visitors in the Square Mile about how they can report concerns and what the police and partners can do to tackle ASB. This was the UK's second official ASB Awareness Week.
- 4.17 Running from 18-24 July, the ASB Awareness Week focussed on the impact of ASB on young people and the importance engaging with the wider public about their vital role in tackling ASB. Highlights include:
- On the 20th July, officers focussed on Homeless/Begging, which was an Operation Luscombe day. All DWO's combined across the city to identify and signpost those in need of support, and to deter ASB related to this theme.
 - As aforementioned, on the 21st of July, OP ROMSEY focused on the main hotspots of cycle related ASB located in and around the Barbican. Multi-agency and community engagement including security at the Barbican to tackle the by-law issues (skateboarders/cyclists) within the Estate.
- 4.18 Operation 'Rocotto 4' will take place in September 2022. This follows three 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. This Operation will see an expansion to cover, not only hi visibility engagement around iconic sites, and businesses, but also residential areas, crowded places and entry points into the City.

Recruitment engagement

- 4.19 In terms of engaging with the wider community in relation to officer recruitment to the Force, Project Outreach works alongside and in support of CoLP Human Resources. It provides those candidates coming into the force with support and guidance throughout their journey.
- 4.20 Project Outreach is interspersed with events in support of the wider Police Uplift Programme and continues to conduct targeted recruitment engagement events utilising dedicated resources under the direction of a newly appointed senior leader at Chief Inspector level.
- 4.21 In Q1 2022, there were 17 events attended including a 150 *Transferee Officer* seminar at the Aviva Building in May. More is planned with a multitude of different locations/events in the coming period including:
- Milton Keynes Job Fair – (40,000 reach)

- Education Leavers Job Fair – (15,000 reach)
- Shomrim Jewish Community Day (5000 reach)
- ‘Bleep Test’ in the Community – hosted by East London Mosque and City Fitness First.

4.22 The ongoing PUP is supported through a focussed media and advertising campaign. The advertising campaign has attracted nearly 2 million impressions⁴ so far. There were 408 sign ups via the campaign landing page, with organic social media now at over 200 posts since 6 May 2022.

4.23 400 female candidates have applied to join, of which 92 were successful at the initial application stage.

4.24 461 black and minority candidates have applied to join, of which 99 were successful at the initial application stage.

5. Independent Advisory Scrutiny Group (IASG) Engagement

5.1 Work continues with the IASG in undertaking scrutiny of the force in such areas as stop and search and use of force. We are additionally 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. IASG members continue to provide constructive advice to the Force in respect of both National and Local matters, including operations and events where there is propensity for community impact/tension/sentiment and on specific promotion and selection processes.

Conclusion

The good and varied engagement work continues across the City of London Police enabling us to actively engage with the City Community, and as part of our responsibilities as National Lead Force for Economic Crime. Members are asked to note the report.

Report co-ordinated by:

Matt Mountford

T/Det Superintendent

Headquarters

City of London Police

matthew.mountford@cityoflondon.police.uk

⁴ An impression in digital marketing and advertising is a count of every time an ad (paid or organic) is served to a user.

ADDRESSING YOUNG PEOPLE'S PERCEPTION OF THE POLICE

Saturday 24th September 2022

Hosted at the Amazon offices in London

Young people and the police often have a negative relationship. Reputations differ on both sides and it often harms this particular relationship - it's a complex challenge to address.

We are inviting young people from across London to join an inspirational and challenging one day event, hosted at the Amazon offices. This event is an all-day meeting where they will work closely with experienced designers, mentors and the police to help create a series of digital concepts that will determine the future relationship between young people and the police.

The ultimate goal of the event is to build young people's trust and confidence in the police. It is also a fantastic opportunity to explore future careers in the design and technology industries.

Why take part?

- ★ Learn the skills and mindset that are going to play an important part of any job and company in the future.
- ★ The experience and learnings gained on this day will be valuable to any employer and will help you stand out.
- ★ Be inspired by working with leading designers in London.
- ★ Network with industry leaders to help your own professional development and make connections.

brought to you by

experience haus.

Agenda for the day

- 9:30am - 10:00am:** Arrive at the Amazon offices.
- 10:00am - 10:15am:** Introductions, meet your mentors and receive the project brief.
- 10:15am - 11:00am:** Meet your team of designers and dissect the challenge.
- 11:00am - 1:00pm:** Live user research. Designers will ask students and the police questions about their current situation
- 1:00pm:** A 'working lunch'
- 1:00pm - 6:00pm:** Continue to work through the process - ideation, initial concepts, prototypes and preparing a presentation.
- 6:00pm - 7:30pm:** Final presentations (5 mins max)

"The CoLP and MPS are delighted to be part of this major collaboration and pioneering initiative. This is an excellent opportunity for young people from diverse backgrounds to build relationships, learn new skills and work with design industry experts."

We are fully committed to our pledge of working with young people to make a positive difference to the communities we serve. Listening to young peoples lived experiences will no doubt assist in strengthening trust and confidence in policing via this ongoing initiative"

- Chief Inspector Lucky Singh, Metropolitan Police Service
- Chief Inspector Ray Marskell, Local Policing

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Committee(s): Police Authority Board	Dated: 27 September 2022
Subject: Community/ Youth Engagement Programme	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 and Director of Community and Children's Service Pol 77-22	For Information
Report author: Ray Marskell, Chief Inspector, Sector Policing & Partnerships, City of London Police; and Torri Stewart, Lead Strategy and Impact Manager, Education Strategy Unit, DCCS, City of London Corporation.	

Summary

The Chair of the Police Authority Board requested an update on the Schools engagement Project delivered in partnership with Amazon Web Services (AWS), the City of London Corporation (CoL) and the City of London Police (CoLP). This report provides detail on information regarding community engagement activity delivered to date and proposed next steps.

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

1. Members will be aware from previous quarterly reports to this Board on Community Engagement, that an engagement project ran in partnership with the City of London Police (CoLP), City of London Corporation (CoL) and AWS.
2. As requested by the Chair of Police Authority Board, detailed within this report are activities thus far delivered with partners and next steps in relation to CoLPs ongoing partnership with AWS and CoL young adults engagement programme.

AWS City of London Police and City of London Programme of Digital Workshops 2021/2022

3. The purpose of the Engagement Project was: Developing digital and business skills in young people whilst supporting them into great careers.
4. The aim being that the partners would work to deliver the benefits to the schools and work together to deliver an effective programme of workshops.

Theme/Focus: The workshops covered the impacts of social media on young people and in particular cyber bullying. The Project introduced young people to careers in technology, the Police and how to protect and use the technology in a safe and positive manner.

5. The end result was to enable students to develop skills and prepare them for making decisions about their future.
 - 58% of 16 to 25-year-olds are "scared" of being unemployed, while 55% are more worried about being unemployed than they were a year ago
 - 36% of young people believe they will have a "lower quality of life" than their parents, while 46% claim their generation will have fewer opportunities
 - The effects of bullying can last into adulthood
 - Bullying has driven young people to self-harm and even suicide
 - Young people can: Develop mental health problems; Have fewer friendships; aren't accepted by their peers ; are wary and suspicious of others; have problems adjusting to school, and don't do as well

**1

Key Partners:

AWS - <https://aws.amazon.com>

The City of London - <https://www.cityoflondon.gov.uk>

The City of London Police - <https://www.cityoflondon.police.uk>

Career Colleges - <https://www.careercolleges.org.uk/>

Crimestoppers - <https://crimestoppers-uk.org>

The CyberHub Trust <http://cyberhub.org.uk>

School/College Participants in Programme:

Schools in the Programme were:

¹ The Princes Trust Report on the "Aspiration Gap" - <https://www.princes-trust.org.uk/about-the-trust/news-views/aspiration-gap-research>

- City of London Academy Islington
 - City of London Academy Hackney
 - City of London Academy Southwark
 - City of London Academy Highbury Grove
6. There were 30 students on the pilot programme with schools self-selecting students aged 16-18. These were Technology students (creative or tech) or who had a keen interest in technology, i.e. open to exploring a career in this area.
 7. There were also 1 to 2 teachers per school to assist with logistics and make sure the students attended the workshops

The Programme

8. Amazon Web Services (AWS), Career Colleges, the City of London Police and the City of London Corporation partnered to launch a new project, lead by AWS, supporting the development of digital, business and fusion skills in Year 12 students, increasing their knowledge of the wide range of careers in the digital space and preparing them for success in the world of work.
9. During the Spring term, over 30 students from four schools, within the Family of Schools, took part in a series of interactive workshops led by experts from AWS, Career Colleges, the City of London Police and the City of London Corporation. They were introduced to a wide range of careers in technology including careers at AWS and the City of London Police, as well as how they can use technology to positively impact the world.
10. There was a final competition held on 29 March where students used their skills and knowledge to present solutions to a challenge and pitched their ideas to a panel of experts. Prizes were awarded by the Partnership Team (AWS, City of London and The City of London Police) and these included vouchers and work experience opportunities. Fuller details of the workshops can be found in Appendix A.

Aims and Objectives of the Programme

Challenges to address

- Careers education
 - o Young people are unaware of available opportunities
 - o And struggling to find a pathway for a career
- Skills shortages in digital, technology, cloud and cyber
- Lack of relevant business skills when leaving education
- Young people's relationship with, and perception of, the Police
- More focus needed on Inclusion, Diversity and Equity

Objectives of the workshops were for participants to:

- Be aware of available career opportunities and routes into technology.
- Develop their digital, business and fusion skills such as critical thinking, collaboration and oral communication.
- Understanding the skills needed to help empower and inspire them for future employment opportunities.
- Use their Digital knowledge to tackle a real-life working brief in the final competition.
- Create relationships and collaborate with students from other schools to tackle a new challenge and pitch solutions.
- To improve network skills and tools with employers from across the technology sector.
- To understand how to use business networking tools e.g., LinkedIn.
- Gain an understanding of the types of challenges young people face with Peer Pressure and Crime and how technology (a) can contribute to these challenges, as well as (b) how it could be used to assist in dealing with these challenges.
- Build “trusted” relationships with the City of London Police staff.
- Becoming a ‘Good Citizen’ and ‘making a difference’ - understanding Social Issues.

Aims:

To inspire and encourage young people to consider :

- Careers in technology in areas such as Digital Tech, Sports Tech, Health Tech and CyberSecurity.
- Career choices including careers in various occupations including the police.
- Developing digital, business and fusion skills.
- Building confidence through skills development.
- Improving mental and physical well-being:
 - o Bringing positivity to their lives
- The issues that affect Society they live in:
 - o How to be a good citizen
 - o Kindness and Respect

11. The students were encouraged to think about real life situations that they had either experienced or seen on social media/ other media.

12. Additionally another objective of the workshops was to encourage the young people to consider careers which they may not have thought about considering. A full list of these can be found in Appendix A.

Next Steps

13. The Project team is currently consolidating the feedback attained through the Programme and workshops and has proposed an evolved series of workshops targeting a wider cohort of young adults drawn from Schools across London. Two additional partners have been invited to support the next

series of workshops, those being the Metropolitan Police Service and Experience Haus².

14. A one-day event is being planned, inviting young people from across London to be hosted by delivery partner AWS. Participating young adults will be afforded the opportunity to work closely with experienced designers, mentors and the police to help create a series of digital concepts that will determine the future relationship between young people and the police. The ultimate goal of the event is to build young people's trust and confidence in the police whilst exploring future careers in the design, technology and Policing.

City of London Police- Schools Engagement

15. The Force already undertakes engagement with Schools in the City of London as business as usual and Commander Operations and Security is keen to integrate the specific Programmes and work with partners into a longer -term strategy for youth engagement.
16. Current work will be assessed against the refresh of a wider Community Engagement Strategy to ensure this specific engagement activity in future supports the delivery of the Neighbourhood Policing Community Engagement Plan under a review to be led by the incoming Local Policing Chief Superintendent.

Conclusion

17. The Programme of work with partners has highlighted the appetite for this kind of engagement, and the Force is working with valued partners to consider the future of the Programme and how to broaden its appeal and reach.

Contact(s)

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Education Strategy Unit
Dept. of Community and Children's Services
City of London Corporation

² [Product Design UX&UI Courses In London & Online | Experience Haus](#)

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Youth Engagement Programme Report - Appendix A

- Launch – Thursday January 13th 1pm – 3pm
 - Venue – AWS Offices Principal Place Shoreditch
 - Lead – AWS Programme Team
 - Agenda
 - Meet the Programme Team
 - Introduce Programme and workshops
 - Personal Branding
 - Introduction to Challenge – CyberBullying

• Workshop 1 -Wednesday January 26th 1pm - 4pm

- Venue – Virtual
- Lead – COLP Programme Team
- Suggested Agenda owned by COLP :
 - Tour of Police station
 - “Day in the life”,
 - Safety online and the Computer Mis-use Act
 - Careers in the Police
 - Activity for students – post Workshop

Workshop 2 – Tuesday February 8th 2022 1pm – 4pm

- Venue – Deloitte, 2 New Street Square
- Lead – AWS Programme Team
- Suggested Agenda owned by AWS:
 - Careers in Tech
 - Update on tech – Cloud, cyber, gaming, machine learning, IOT, Alexa etc
 - Fireside Chat with Degree Apprentices
 - Options for post Level 3
 - Activity for students – post Workshop
 - Enrol on Educate
 - Complete an Educate Badge

Workshop 3 – Tuesday March 15th 2022 1pm – 4pm

- Venue – The Tramperry, Shoreditch
- Lead – COL Programme Team
- Suggested Agenda owned by COL:
 - Fusion Skills workshop
 - Design thinking workshop
 - Tech careers panel
 - Networking session
 - Variety of Tech Careers
 - Set up LinkedIn account and populate

- Competition - Tuesday March 29th 2022 10am to 4pm

- Venue – AWS offices Principal Place Shoreditch
- Students will be divided into groups (by school)
- Suggested Agenda:
 - Short workshop on Product development
 - Students work on the Challenge
 - Each group will have a mentors (Police and AWS staff)
 - Students present their solutions including reflection on the subject
 - Judges select winners
 - Prizes are awarded

Careers

One of the aims of the Project was to introduce students to career information and opportunities including:

Police

- Volunteer Police Cadet
- Special Constable (Voluntary)
- Police Constable Degree Apprenticeship (Entry route to becoming a PC)
- Police Staff Roles
- Police Volunteer

Technology Degree Apprenticeships (AWS)

- Account Manager
- Solution Architect
- Software Development Engineer

Examples of Other roles

- Business Development Manager
- Customer Solutions Manager
- Lead Development Representative
- Partner Development Manager
- Partner Sales Manager
- Executive Assistant
- Programme Manager
- Dev Ops Consultant,
- Advisory Consultant
- Engagement Manager
- Cloud Consultant,
- Finance Manager
- Finance Analyst
- Marketing Manager

Committee(s): Strategic Planning and Performance Committee Police Authority Board	Dated: 12 September 2022 27 September 2022
Subject: Protect Duty 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 & Town Clerk, City of London Corporation	For Information
Report authors: Detective Inspector Joanne Northcott Counter Terrorism- Protect; Cdr Umer Khan, Operations and Security; Ian Hughes, Transportation and Public Realm	

Summary

The report is a joint briefing from the City of London Police and the City of London Corporation in response to a request by the Deputy Chair at the May Police Authority Board.

The purpose of this report is to summarise the current position with the Protect Duty and how the force will work with partners to sign post advice on the Duty in a timely fashion.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. On 22nd May 2017, Martyn Hett tragically lost his life, along with 21 other victims, during the Manchester Arena terrorist attack. A year later, Martyn's mother, Figen Murray visited a theatre and expected to see rigorous security measures in place, however this was not the case. This motivated her to campaign for legislative

requirements to ensure venues and publicly accessible locations employed risk-based security procedures in order to protect the public. Her campaign became known as 'Martyn's Law' and is encapsulated in the proposed Protect Duty.

2. In the Government's 2019 manifesto, it committed to improving the safety and security of public venues in the context of counter terrorism.
3. In February 2021, the Home Office published a Protect Duty consultation document. The aim of this was to consider how Government could work together with private and public sector partners to develop proportionate security measures in order to improve public security and counter terrorism. It also considered how those responsible for publicly accessible locations were ready and prepared to take appropriate action should a terrorist attack happen. The consultation was open to the public and was targeted at venues, businesses, local authorities, public authorities and individuals who owned or operated at a publicly accessible location. A publicly accessible location is defined as any place to which the public or any section of the public has access, on payment or otherwise, as a right or virtue of express or implied permission.
4. The Protect Duty consultation suggested organisational structures should be in place to deliver the legislative requirements and highlighted the need for staff training and awareness for those in specialist security roles. It also sought to identify ways to improve guidance and support for those responsible for aspects of the Duty. The consultation suggested that owners and operators should have clear responsibilities under the Duty similar to health, safety and fire legislation. To regulate and enforce the Duty, the consultation foresaw a light touch inspection model with compliance assessed through an appropriate third-party body. Suggestions that a new offence would be created, and fines issued for non-compliance were made.
5. A significant volume of responses was received by the Home Office from the consultation, including responses from the City of London Police and the City of London Corporation in its capacity as venue operator and highway authority. Officers from both organisations liaised to ensure their respective responses were aligned. The report to relevant Committees in June 2021 on this matter is attached at Appendix 1 for Members reference and information. A letter was sent by the Town Clerk and Chief Executive, to the Minister of State containing the response to the Protect Duty consultation at the conclusion of the consultation period.
6. To note, in 2017 the City undertook a major review of its governance and culture to embed a better understanding of threat and risk management and to mitigate the risk from terrorist attacks. Five multi-agency security boards were developed and partnership working between the City of London Corporation and the City of London Police has been strengthened.

Current Position

7. Since the consultation concluded in July 2021, the Home Office has continued to work to shape the needs of the Protect Duty and the legislative requirements.

8. It has been suggested that the Protect Duty will apply to venues or publicly accessible locations with a capacity in excess of 100 people with enhanced measures of legislative obligation applying to venues and locations with a higher capacity (numbers not yet known). For the City of London, this would mean a large number of locations would be in scope, including businesses, licensed premises, hotels, visitor attractions, iconic sites and open spaces to name a few. The City of London Corporation also directly manages facilities within the scope.
9. It is envisaged that locations under a capacity of 100 people will still be encouraged to undertake proportionate security practices, but the requirement will not be legislated.
10. The City of London Police is fully engaged with the Home Office and reassurance has been provided that partners will be kept informed by the Home Office on the progression of the Duty. Commander Umer Khan (Operations & Security) is monitoring the progress via the Contest Steering Group bi-weekly meetings in partnership with Ian Hughes (Deputy Director), Transportation & Public Realm.
11. Despite the changes in Cabinet, the Home Office continue to develop the Protect Duty. In the interim, all individuals are advised to utilise ProtectUK¹, an information sharing platform which supports organisations in evaluating and managing risk posed by terrorism. The overall aim is that ProtectUK and the ProtectUK App will evolve into the key site and App supporting the Governments Protect Duty. They will be the source of guidance required to implement simple and effective protective security measures.
12. The Counter Terrorism Security Advisors (CTSA's) from the City of London Police can also be contacted by both the City of London Corporation and the wider City community for counter terrorism security advice.

Conclusion

13. The detail of the Protect Duty is currently unknown. Assurances have been provided by the Home Office, that stakeholders will be kept informed of progress. Updates will be provided to Commander Umer Khan at the Contest Steering Group who will bring further updates to the Police Authority Board.

Appendices

- Appendix 1 – Protect Duty Consultation Paper (June 2021). *Author Ian Hughes.*

Background Papers

Protect Duty Consultation Response- June 2021- Policy and Resources Committee and Planning and Transportation Committee

¹ | [Protect UK](#)

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Appendix 1

Committee(s)	Dated:
Policy & Resources Committee – For Decision Planning & Transportation Committee – For Decision	3 June 2021 29 June 2021
Subject: Protect Duty Consultation Response	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?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Town Clerk & Chief Executive	For Decision
Report authors: Ian Hughes (Deputy Director), Transportation & Public Realm	

Summary

In the context of the high and continuing threat from terrorism in the UK towards publicly accessible crowded spaces, the Government are undertaking a public consultation towards a Protect Duty that would better define, guide & regulate the role of owners, operators and responsible bodies protecting crowded spaces from terrorist attack.

Alongside the broad objective of creating an improved culture of security awareness, the consultation is largely focused on considering how to ensure venues consider and manage the risk to their premises, and how those responsible for public spaces can better work together to address the threat of terrorist attack.

The City Corporation is well placed as a venue operator in its own right and as Highway Authority for most of the Square Mile to respond positively towards the consultation. Given the significant work done since 2017 to review & refine the way it approaches counter terrorism, the City will be able to provide examples of best practice covering structural governance, how to create a security-minded culture and the steps necessary to make physical security improvements to the public realm.

Using that experience as well as the City’s role as health & safety regulator, the City will also seek to raise concerns as to how such a Duty can remain proportionate in terms of resources, cost & risk management and how it could be enforced.

The consultation ends on 2 July, so to enable officers to finalise a response with an appropriate degree of Member oversight, it is recommended that Members delegate

the City Corporation's final response to the Comptroller & City Solicitor in consultation with your respective Chairmen & Deputy Chairmen.

Recommendation(s)

Members are recommended to:

- Note the consultation objectives and City Corporation responses outlined in this report.
- Delegate the detailed consultation response to the Comptroller & City Solicitor in consultation with the Chairmen & Deputy Chairmen of the Policy & Resources and Planning & Transportation Committees.

Main Report

Background

1. Recent years have seen an increase in terrorist attacks in publicly accessible locations across the UK and Europe, with the City of London itself being the target of terrorist planning & attack on more than one occasion.
2. In its 2019 manifesto, the Government committed itself to improving the safety and security of public venues in the context of counter terrorism, and in February this year, the Home Office launched a public consultation regarding a new 'Protect Duty' addressing roles & responsibilities for protective security & preparedness at publicly accessible locations across the UK.
3. This was against the background of recent inquests relating to terrorist attacks in London and Manchester, as well as calls for new legislation to make it a legal requirement for those responsible for such locations to consider the risk of a terrorist attack and to take appropriate steps to protect the public.
4. It is clearly appropriate for the City Corporation to respond to that consultation in its capacity as venue operator and highway authority, and for Members to have sight of, and approve, that response.
5. The closing date for this consultation is 2 July but given the timelines for Committee and the need to approve the response from an officer perspective through the Senior Security Board, this report seeks to provide Members with a background understanding of the issues and the City Corporation's outline position. It then recommends the final response to the consultation be delegated to the Comptroller & City Solicitor in consultation with your Chairmen & Deputy Chairmen.
6. Otherwise, to note that the City Police provide both the City Corporation and the wider City community with professional support and advice via their Counter Terrorism Security Advisors (CTSAs). As such the City Police will be undertaking their own consultation response, with officers from both

organisations liaising accordingly to ensure their respective responses are aligned.

Consultation Objectives

7. The consultation is intended to consider how the various responsible bodies can work together to develop proportionate measures to improve public security, and how such bodies are ready & prepared to take appropriate action were a terrorist attack to happen.
8. The Government appreciates that some organisations already implement security plans, training & awareness for staff and simple physical countermeasures. However, in the absence of existing legislation to clearly define some of these roles & responsibilities, the Government is concerned there is a lack certainty as to whether security considerations are being undertaken or addressed by all the appropriate bodies.
9. The consultation therefore seeks to consider what could be done to improve this position through 'reasonable and not overly burdensome security measures'. It is mindful of the impact legislative change can have, but the consultation stresses this should be balanced against the need to ensure that public safety & security is effectively considered.
10. As a result, the consultation seeks to consider four themes:
 - a. To whom (or where) should the legislation apply?
 - b. What should be the requirements?
 - c. How should compliance work?
 - d. How should government best support and work with partners?
11. The consultation also contains three specific proposals related to the potential introduction of a Protect Duty:
 - a. The Duty should apply to large organisations (employing 250 staff or more) that operate at publicly accessible locations
 - b. The Duty should apply to owners / operators of publicly accessible venues with a capacity of 100 persons or more
 - c. A Protect Duty should be used to improve security considerations and outcomes at public spaces

Consultation Response

12. The consultation is targeted at organisations, businesses, local authorities and public bodies who own or operate publicly accessible locations, including sporting, entertainment & meeting venues, high streets, schools & universities, medical centres, places of worship, government offices, transport hubs, parks, public squares and other open spaces.
13. Given its wide operational remit in the Square Mile and beyond, the City Corporation has a direct responsibility or partnership role in regulating or licensing a considerable number of such locations. It also directly manages a range of facilities likely within scope of the Duty, from schools, tourist

attractions and open spaces to corporate buildings and markets, but for the purposes of the response to the consultation, it is intended to focus on two areas, namely the City Corporation as venue owner / operator and the City Corporation as highway authority.

Security Culture

14. For large organisations, the consultation suggests organisational structures should be in place to enable the delivery of policy, planning & operational processes aligned with business needs and the legislative requirements. As part of this it specifically highlights the need for staff training & awareness, with the need for ongoing professional development for those in specialist security roles.
15. More broadly, the consultation also seeks to consider whether the Duty should include requirements for partnership working between responsible parties to ensure better public protection and organisational preparedness. It also seeks to identify ways to improve guidance and support to those who might be required to hold aspects of the new Duty.
16. The City is well placed to respond to this aspect of the consultation having learned lessons from past terrorist incidents in the Square Mile and beyond. In 2017, the City undertook a major review of its governance and culture around how it considered and sought to mitigate the risk from terrorist attack, and as a result, several new security focused cross-department multi-agency boards were introduced.
17. These boards are coordinated to deliver a collaborative approach across the organisation, embedding a better understanding of threat & risk management and enhancing our existing working partnerships with the City Police and other key stakeholders such as Transport for London.
18. Five such Boards now work together to deliver this approach (see Appendix 1), namely:
 - a. Senior Security Board to provide strategic governance & oversight
 - b. Public Realm Security Advisory Board to consider terrorist threat, risk and mitigation as it relates to public highway areas in the Square Mile
 - c. Security Advisory Board to undertake the same role for City-managed premises
 - d. HR Advisory Board to consider the City's obligations towards its staff in the context of security e.g. Action Counters Terrorism e-learning
 - e. Digital Security Board to consider cyber threats to the organisation
19. This integrated approach has delivered a security-aware culture across the organisation with a greater understanding and acceptance of responsibilities, requirements and priorities. Combining a joined-up approach with a robustness of process has delivered key improvements to the way the City addresses the risk of terrorism towards its staff, its venues and the public at large.

20. Part of that process has been to strengthen its partnership working with the City Police, Transport for London, key City commercial & cultural stakeholders and the security services to draw in additional expertise at a strategic, tactical and operational level.
21. As a result, the Coroner for the Inquest into the London Bridge terrorist attack recognised the City's improved structure & governance, noting in particular the creation of the Public Realm Security Advisory Board with TfL and the City Police as key members.
22. However, in acknowledging the steps the City Corporation had taken, he was unsure as to what extent this had been mirrored across the country. This is addressed within the current consultation as there remains a concern that for those authorities not previously confronted by such issues, the appreciation and management of these risks is not well understood.

Venues

23. In terms of venues, the consultation suggests that counter terrorism responsibilities should adopt a similar approach to fire safety, namely that owners & operators have clear responsibilities for the control and ownership of their venues and can use appropriate systems & processes to mitigate risk. Similarly, the capacity of the venue could be used as an indicator of the level of legislative obligation, once again similar to existing fire safety legislation.
24. Given that most large venues already have various measures in place for anti-social behaviour reasons, the consultation envisages that for many organisations & venues, such requirements would simply require changes to existing systems & processes at nil or low cost.
25. There is however a degree of difference between measures necessary to address anti-social behaviour and those necessary to prevent harm from individuals motivated towards direct violence to others, and this is likely to be a significant consideration in understanding the additional measures necessary to proportionately address this risk.
26. Nevertheless, the City intends to support such proposals as a realistic and appropriate extension of the current legislative responsibilities for venue management, provided risk assessments & mitigation measures remain proportionate to the venue, its environment and the nature of the terrorist threat at the time.
27. The City intends to suggest that the recommendations could go further to consider the needs for coordination and agreement of security measures between duty-holders at events. The Fishmongers Hall inquest has highlighted how lack of communication and information sharing between a venue and event organisers can present vulnerabilities at venues.

Public Highway

28. The current terrorist threat can often appear random in nature given the increase in the number of attacks in public spaces that have no clear boundaries or well-defined entrance or exit points.

29. Such locations are often vulnerable to low sophistication methodologies such as knife attacks or the use of vehicles as weapons, and although difficult to combat, the Government wants to consider how it can do more to work with responsible parties to consider & achieve appropriate security measures in these types of public spaces.
30. The consultation points out that any publicly accessible location is a potential target, and seeks to consider:
 - a. How responsibilities for public spaces could be established
 - b. What would be reasonable & appropriate to expect of those responsible for public spaces to improve security
 - c. The potential role of legislation in addressing these issues.
31. As it stands, roles & responsibilities for counter terrorist protection in such spaces are unclear, particularly with regards to public highway. Highway Authorities have certain responsibilities to maintain these areas for road safety, slips, trips & falls etc, and must also be mindful of the need to consider crime, disorder and counter terrorism in the discharge of their statutory duties.
32. However, there is no clear and direct legal obligation for any one particular organisation to address the risk of terrorist attack, which implicitly acknowledges the difficulty in taking on such an obligation for areas that cannot be managed like a venue. Safety Advisory Groups exist for the purpose of providing oversight to the arrangements to manage major events on the highway, but responsibility for the day-to-day protection of the public on our streets is far less clear.
33. That is not to say Highway Authorities fail to address this issue, but as noted earlier in the context of the Inquest to the London Bridge attack, the extent to which these issues are understood & considered across the UK is highly variable. Equally an expectation to consider, assess and mitigate risk against every type of terrorist attack for every busy street and crowded space in the UK is unlikely to be realistic.
34. This issue is further complicated by the multi-agency jigsaw of local government. Any change to existing legislation would need to clarify the respective obligations towards local authorities, highway authorities, private landowners and two-tier authorities outside London.
35. Nevertheless, the City Corporation fully supports the ambition of raising awareness of the need to consider counter terrorism measures when considering public realm design. The success of the Public Realm Board in delivering an innovative, joined up & holistic approach with the support of key stakeholders has been integral to the City's strategy. It has delivered a series of proportionate, buildable and affordable solutions that better protect the public without overwhelming the 'look & feel' of the City's public realm.
36. However, implicit behind the need for such a Board was the recognition of a gap in approach that had not been addressed through the use of other forums such as Community Safety Partnerships, Business Improvement Districts, Local Resilience Forums etc.

37. In taking this step to proactively consider the City's crowded spaces, the City Corporation also recognised the public's expectation that it needed to do all it reasonably could to keep the public safe, particularly in a part of the UK uniquely at risk given its role in the UK economy. This will be a key piece of learning the City will be including in its response to the consultation.

Regulation & Enforcement

38. The consultation suggests compliance with the above requirements would be demonstrated by providing assurance that the various threat & risk impacts have been considered and appropriate mitigations taken forward. It foresees a light touch inspection & enforcement model with compliance assessed remotely and / or through an appropriate third-party agency.
39. It also suggests that a new offence would be created for non-compliance, with organisations fined for persistently failing to take reasonable steps to reduce the potential impact of attack.
40. However, the consultation lacks clarity on who will take responsibility for ensuring compliance with these requirements. It is our understanding that the City Police would not be sufficiently resourced to undertake this duty for all potential risk owners, particularly as they expect a significant increase in demand for their CTSA guidance as a result of the Protect Duty in any case.
41. If a wider enforcement agency is envisaged, the same resourcing concerns would apply and it would need sufficient technical competencies to determine enforcement outcomes but based on experience of similar Health & Safety legislation by the City's Commercial Environmental Health team, the value of inspection typically demands a local context in order to make robust, defensible and proportionate decisions.
42. The consultation also fails to address how an offence under the Protect Duty might sit alongside a legal failure or criminal sanction in the event of a terrorist incident and given that some organisations such as leisure venue chains can exist across diverse geographical locations, there needs to be clarity on how those organisations can receive consistent advice and inspection.

Strategic Implications

43. A key objective of the Protect Duty is to drive forward an improved culture of security, where owners / operators can undertake informed security considerations and implement reasonable & proportionate security measures to deliver broader improved security outcomes.
44. As noted earlier, the steps the City Corporation has taken in the last four years to address these issues in the Square Mile would suggest it is well placed to respond to any change to Government legislation in this area. This aligns to the City's Corporate Plan of ensuring the public are safe and feel safe, with the City being able to positively support the Home Office and other

government agencies in terms of shaping the Protect Duty to ensure it is effective in meeting this objective.

45. Alongside sharing the positive outcomes, the City is also well placed to balance this with concerns regarding the ability of local government in particular to meet the financial implications of the Protect Duty should these be significant without additional central government support.
46. In addition, as trustee of Bridge House Estate, the City Corporation's proposed response would seek to clarify that responsibility for assessing public highway areas is a matter for the appropriate public body rather than the owner of a private structure below that highway.

Financial & Resource implications

47. The consultation seems to suggest that most of these legislative obligations could be met at little or no cost. However it does accept that some security measures would require more significant mitigation requirements such as implementing appropriate access control or reducing the risk of 'vehicle as a weapon' attack.
48. As the City has found through its recent Cross-Cutting Programme to protect its key buildings and the on-going Public Realm Security Programme to protect on-street crowded spaces, significant funding is typically needed to plan, design and implement some of these measures.
49. The City identified funding to deliver these measures via a combination of its City Cash reserves, CIL and the on-street parking reserve, but identifying further funding from these sources would need to be considered in the context of the City's wider funding position and its resource allocation process.
50. On the wider front, such sources of funding may not be available to other organisations across the UK, and concerns regarding the additional financial burden of any new obligations have been raised with the Government during the consultation engagement so far. The consultation itself is silent on whether additional government funding would be made available for this purpose, but the City intends to raise this issue in its response.

Legal & Risk implications

51. The City Corporation would clearly seek to comply with whatever additional responsibilities might arise from the consultation and any subsequent legislative changes. Adapting existing fire risk management approaches towards security seems proportionate in terms of venues but establishing a Protect Duty for all public highway throughout the UK when any location can potentially be subject to an attack is clearly more challenging and would represent a step change in governance of such spaces.
52. In that context, the City has already taken reasonably practicable and proportionate measures to deliver enhanced security protection to its priority

crowded places under its existing governance, process and funding. However, not every street can be protected from every type of terrorist threat, which makes the identification and prioritisation of locations in conjunction with advice from the City Police crucial to managing & mitigating these risks.

Equalities & Climate Implications

53. None.

Proposal

54. In summary, it is proposed to respond to the consultation along the following lines based on the City's recent experience:
- a. The City is supportive of measures to create and enhance the security culture of organisations across the UK and is able to share examples of Best Practice to assist in that process.
 - b. The City is supportive of the proposals to include proportionate counter terrorism obligations for venue owners / operators above a certain size.
 - c. The City is supportive of Government seeking to clarify roles & responsibilities for protecting outdoor crowded spaces and is able to share examples of Best Practice of how to facilitate a coordinated and holistic approach to such a challenge.
 - d. The City will reiterate that the impact & outcome of the proposed Protect Duty should be proportionate, and that it should be mindful of the potential additional cost burden on those likely to take on additional responsibilities.
 - e. The City will also raise concerns regarding the need for clarity on the regulation & enforcement process based on its parallel experience of current Health & Safety legislation.

Conclusion

55. The City is well placed to respond to the Government's consultation on the Protect Duty. Given its position at the heart of London and the UK's economy, the City Corporation has had to address the threat of terrorist attack throughout much of its recent history, allowing it to place the current threat in the context of its continuing commitment to keep those who live, work and visit the City safe from harm.

Appendices

- Appendix 1 – City Corporation Security Governance

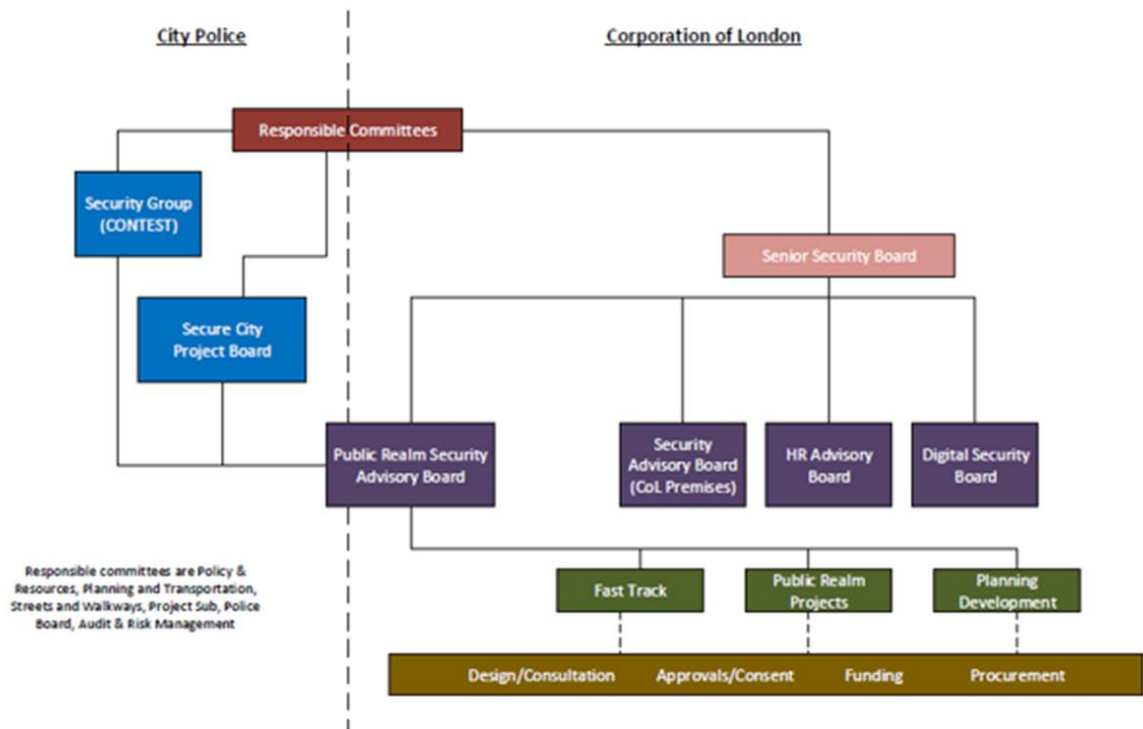
Report author:

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1. Appendix 1 – City Corporation Security Governance



Committee(s): Police Authority Board	Dated: 27 September 2022
Subject: Hajj Fraud 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 79-22	For Information
Report author: Umer Khan, Commander Operations and Security	

Summary

This report provides a brief update on the City of London Police (CoLP) response to Hajj Fraud to address a Member query raised at a previous meeting. A verbal update was given at the July Police Authority Board in the non-public session and the Force were asked to bring this update for the public session of the September meeting.

Hajj

The Hajj is an annual Islamic pilgrimage to Mecca, Saudi Arabia, the holiest city for Muslims. Hajj is a mandatory religious duty for Muslims that must be carried out at least once in their lifetime by all adult Muslims who are physically and financially capable of undertaking the journey, and of supporting their family during their absence from home.

Pre Covid between two to three million pilgrims made the annual pilgrimage, with around ten to twenty thousand making the journey from United Kingdom.

Hajj related Fraud.

The cost of performing the Hajj is fairly significant with pilgrims saving over many years, some lifetime to make this journey. In 2022 an average package was price ranged from £7,000 to £15,000. Sadly there has been instances of fraudulent tour operators exploiting vulnerable pilgrims over the years.

City of London Police Support

Since 2012-13, as National Lead Force for Fraud, CoLP has historically conducted an annual campaign to support the prevention and response to Hajj related Fraud. With actual crimes reported at a low volume, with recognition trust and confidence to report offences together with the awareness to do being low amongst the pilgrim community, hence originally, the campaigns have centred around raising awareness to Pilgrims regarding the mis-selling of Air Travel Organisers Licence (ATOL) based packages, bad estimating of visa requirements along with overselling the accommodation and standard of travel. Many offences are trading standards offences. However, CoLP officers have undertaken campaigns as volunteers to raise awareness within the relevant communities.

In approximately 2013-16 the crime method changed to be more around fraudulent agents setting up to take bookings and then just making off with the funds leaving victims with no package and no funds.

More recently between 2019 and 2021, the Covid 19 pandemic effectively cancelled the Hajj owing to travel restrictions and lockdowns globally. This year although coming out of Covid restrictions, new restrictions brought in by the Saudi Arabian Ministry impacted travelling numbers of Pilgrims.

Activity for the Hajj and Umrah in 2023 is being planned with communications from Autumn 2022.

Further details of previous activity are in the Appendix.

Recommendation(s)

Members are asked to note the report and the planned engagement with UK pilgrims stakeholder groups ahead of Hajj in June 2023.

Main Report

Background

1. The City of London Police has historically provided support and advice to Pilgrims travelling for the Hajj since 2012-13 as National Lead Force for Fraud. Many of the offences fall within Trading Standards legislation but the Force has supported initiatives on a voluntary basis. Fuller details of some of this activity can be found in Appendix 1.

Current Position

2. Owing to the Covid 19 pandemic and lockdowns and restrictions globally during 2020-21 the Hajj was effectively cancelled owing to travel restrictions.
3. This year, whilst some travel restrictions were lifted, the Saudi Arabian Ministry introduced restrictions on the number of Pilgrims travelling to the Hajj (both domestic and international) including limiting the number of Pilgrims to 1 million and introducing various vaccination requirements. This impacted the total numbers travelling and the Force undertook some limited communication activity within the Police Service to raise awareness via for example, a video sponsored by the Association of Muslim Police.
4. Actual reports of Hajj Fraud have been historically low, with rarely more than 25¹ a year and sometimes fewer. Owing to the change in the way pilgrimage packages are booked, the response by Police and Trading Standards will need to change.
5. Further work is being planned for the Hajj and Umrah in 2023 to support awareness around crime types that may have an impact for Pilgrims.

¹ Source of data National Fraud intelligence Bureau (NFIB)

Conclusion

6. The Force in its' role as National Lead Force for Fraud is ready to support any further initiatives for the Hajj and Umrah in 2023 through existing channels and will collaborate with relevant partners such as the Council of British Hajjis, who have been great supporters, to raise awareness of the types of offences that Pilgrims may fall victim to. There is no doubt the campaign needs to change due to the new way pilgrimages are being booked and there are some ideas to engage with community groups to help set that new direction. Volunteers officers and the AMP within CoLP will again be the mainstay of this effort.
7. Commander Umer Khan will establish a Task and Finish group in the lead up to Hajj 2023 to ensure UK based pilgrim community is supported and risk of likely offences are mitigated.

Appendices

- Appendix 1 – CoLP activity to support Hajj Fraud

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City of London Police

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Appendix 1- CoLP activity to support Hajj Fraud

2015-16 – ECD volunteer officers – Live studio interview on Islam TV – reached approximately an audience of 7 million with crime prevention advice. Interview was alongside CBH (Council of British Hajjis and Trading Standards). Search warrants took place alongside Trading Standards in London and prosecutions succeed (Trading Standards led) for a Hajj related fraudster in East London. This was also well publicised and had London area news coverage where messaging was repeated.

2016/17 –ECD volunteer officers– Training was delivered to Airport Police at main airports used by Pilgrims so that officers could help them if they had issues outbound or on their return. Islam TV ran the messages and local news. Some media interest was gained by conducting community visits in Birmingham alongside Trading Standards to check on traders. Officers visited Mosques for pilgrim briefings in the London area and delivered the crime prevention advice and advice on what to do if they found that they were victims. Award received from Association of British Hajjis for work completed. Campaign appeared on the BBC One Show and crime prevention reached 15 million viewers.

2017/18 –ECD volunteer officers with CoLP Chair of Association of Muslim Police (AMP) gave further mosque briefings attended with the CBH. Liaison with new community groups was undertaken. Attended and was a speaker at the first Hajj and Umrah All Party Parliamentary Group (APPG). Visits conducted with Trading Standards on Traders and local news targeted in London and Birmingham areas. Several speaking events with community groups to spread crime prevention messages including large CBH events with Hajj agents and airlines as well as pilgrim groups. Award from Council of British Hajjis for work completed. BBC Asian network had an interview with team and crime prevention message distributed. Association of Muslim Police set up stalls at main Hajj travel Airports to give advice to travellers leaving for Hajj. Engagement started with Licensed Hajj Operators organisation although they wished to keep engagement low key and CoLP assisted with a national study into Hajj and Umrah by the University of Liverpool.

2019/2020 –ECD volunteer officers with CoLP Chair of AMP - More work through APPG but the pandemic effectively cancelled the Hajj and Umrah. The Association of Muslim Police produced an excellent YouTube video giving the prevention advice. This is shared across as many formats as possible. Visits take place with Trading Standards and a Hajj related Fraud 'crime in action' is found and successfully prosecuted with guilty plea received in 2022 and sentencing due, with media to follow. Nominated for community award by CBH. Campaign appears in BBC Defenders. Work was completed before it was known that Hajj travel is cancelled for COVID 19 pandemic through restrictions, so the campaign was 'wound down' when that news broke.

2020/2021 –ECD volunteer officers with CoLP Chair of AMP – COVID 19 Pandemic and travel restrictions cancelled the pilgrimage for UK citizens - Sharing of the You Tube advice video continued but no pilgrims could travel in the pandemic, so contact was kept with partners but otherwise was low key.

2021/2022 –Detective Inspector Staff Office/ CoLP Chair AMP– The new Saudi Arabian travel restrictions on the Hajj meant that the mis-selling offences reduced. The crime

prevention advice is being reviewed as there is concern that there may now be straightforward fraud from criminals faking sales and simply taking money, much like an investment or everyday travel fraud. The AMP video is still being disseminated but this will need to be updated going forward. The Chair of AMP has been at the forefront of Police Hajj seminars which have helped inform Officers around the country of Hajj and Umrah and give them an overview of how to help victims and raise awareness. The AMP has seen an indirect effect of local forces independently engaging now with communities. Media is due to happen in late 2022 as the sentencing of a Hajj related fraudster is announced to raise awareness for the Hajj and Umrah in 2023.

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Committee(s): Police Authority Board	Dated: 27 September 2022
Subject: National Business Crime Portfolio- National Business Crime Centre	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 80-22	For Information
Report author: D/Supt Patrick Holdaway, National Business Crime Portfolio	

Summary

The City of London Police (CoLP) has held the responsibility for the National Police Chief's Council (NPCC) Business Crime Portfolio since January 2019 when at that time Commissioner Ian Dyson became the National Police Chiefs Council (NPCC) lead for business crime. Assistant Commissioner Paul Betts became NPCC lead in January 2022 upon his appointment to CoLP. Under the portfolio, the National Business Crime Centre (NBCC) was launched in October 2017 and led by the MPS with support from a Home Office Transformation Fund.

The National Business Crime Centre (NBCC) represents UK policing when engaging with business. Its' primary purpose is:

1. Partnership – Improve partnership with business and Police nationally
2. Intelligence – Improve business crime intelligence and information exchange
3. Prevention – Assist business to protect themselves from crime

The full Terms of Reference of the NBCC are attached at Appendix A for information, these set out the aims and objectives in more detail.

The purpose of this report is to inform Members how the NBCC, as part of the national portfolio, is supporting Police Forces and other stakeholders in responding to Business Crime.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The City of London Police (CoLP) has held the responsibility for the National Police Chief's Council (NPCC) Business Crime Portfolio since January 2019. Under the portfolio, the National Business Crime Centre (NBCC) was launched in October 2017. The National Business Crime Centre (NBCC) represents UK policing when engaging with business. Full details of its aims and objectives can be found in the Terms of Reference attached at Appendix A.

Current Position

2. In delivering on the national policing portfolio, the NBCC is supporting Police Forces and Stakeholders in a number of ways as shown below.
 - The NBCC released their new website¹ at the start of July, which includes a wide range of guidance and crime prevention materials covering a wealth of topics including: infrastructure, Counter Terrorism, cyber, fraud and retail amongst others. Many of these businesses are represented in the City and will benefit from the guidance on offer.
 - The NBCC has also recently released a series of animated videos providing guidance for shopworkers to reduce violence. This is a particular area of concern for retailers which has seen the introduction of some new legislation – assaults on those providing a public service. The NBCC again is leading on the communication of this new legislation and host the Home Office guidance for retailers on its website.
 - The NBCC supports the National Retail Crime Steering Group, co-chaired by the Policing Minister and the British Retail Consortium and the Centre is leading on many of the workstreams supporting the group, with the final products published on the NBCC website.
 - The NBCC has recently introduced a national information sharing agreement (ISA), signed by AC Betts on behalf of the NPCC, with the National Business Crime Solution (NBCS), a not-for-profit organisation representing a large number of retailers. This ISA allows police to share intelligence and under certain circumstances individual details with the NBCS in order to protect retailers from crime. Many of the NBCS members have a presence in the City.
 - The NBCC has introduced the Safer Business Action (SaBA) Days initiative. SaBA days are run in conjunction with police, private security and retailers to provide a high visible presence in business locations to provide reassurance and reduce crime. To date, the NBCC has run three SaBA days (Birmingham, Stratford and Southampton) and there are plans to run a day in the City. This work compliments that of the City Security Council (CSC) and their Hi! Visibility days and work is taking place to see how the CSC work can be incorporated into SaBA.
 - The NBCC are leading on a Police 'National Week of Action' to support businesses. The week, 17th-24th October, will look to police forces to support

¹ [NBCC National Business Crime Centre](#)

businesses to reduce crime. The NBCC have produced a range of materials so that forces can run a SaBA Day as part of their activities.

- Business Improvement Districts (BIDs) – the NBCC is engaged with the Chief Executive of Primera and their team in relation the four BIDs in the City. The NBCC run an accreditation scheme for Business Crime Reduction Partnerships (BCRPs/BIDs) which ensures that they meet a required set of standards to meet the business needs around crime prevention. The NBCC is working with Primera to see how this accreditation could be improved to better support BIDs.
- Using its Security Industry Authority (SIA) secondees, the NBCC is working with CoLP to introduce the Operation Sentry model into the City. Operation Sentry has been designed by the SIA and National Counter Terrorism Security Office (NaCTSO), as an awareness session to give security operatives, security companies, and venues the experience of a simulated incident such as a marauding terror attack. It is run in conjunction with emergency services partners who provide subject matter expert inputs on the day. This will provide crucial experience and training to those that work in the City's growing night-time economy.
- As well as the above activities, members of the NBCC sit on a number of boards, many of which either support the City directly e.g. City Security Council or have a strong influence in areas that affect the City of London; examples include the Cross Sector Security Communications board, Counter-Terrorism Business Information Exchange and the SIA Skills Board.
- The NBCC has a large number of business contacts and since being led by CoLP as part of the NPCC portfolio, the NBCC has enhanced engagement with CoLP's other specialist portfolios e.g. Police Intellectual Property Crime Unit (PIPCU), Fraud and Cyber investigation teams, Insurance Fraud Enforcement Dept (IFED) and Dedicated Card and Payment Crime Unit (DCPCU). Being policing's principle, dedicated business crime website, the NBCC also provides a platform for this important area of work further enhancing CoLP's role nationally in protecting businesses.

Conclusion

3. The NBCC is an important asset in supporting the response to Business Crime nationally in what is an area of increasing threat. The City of London Police as national portfolio lead is key to promoting this asset to stakeholders in the City of London.

Appendices

- Appendix A – Terms of Reference of the NBCC

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Introduction

This document is designed to set the term of reference for the National Business Crime Centre (NBCC). By doing so it helps clarify structure and accountability as well as ensuring legacy and consistency.

The NBCC works across a range of partners, both internally and externally, therefore the terms of reference also help manage expectations and set a clear purpose.

Business crime is defined as:

Any criminal offence where a business, or person in the course of their employment, and because of that employment, is the victim.

Background

The NBCC was launched in October 2017 and led by the MPS with support from a Home Office Transformation Fund. The NBCC was formally taken on by City of London Police in January 2019 when Commissioner Dyson became the National Police Chiefs Council (NPCC) lead for business crime. AC Betts became NPCC lead in January 2022. The NBCC also supports the NPCC lead for private security liaison, and the Community Safety Accreditation Scheme.

The role and purpose

1. Partnership – Improve partnership with business and Police nationally
2. Intelligence – Improve business crime intelligence and information exchange
3. Prevention – Assist business to protect themselves from crime

Aims and objectives

- Improve partnership working to accurately understand and reduce the impact of crime by supporting and co-ordinating activity between UK police forces and the business community
- Raise national police standards by prioritising prevention, enabling businesses to protect themselves from crime by being a conduit of best practice and a centre of excellence
- Enable businesses to target resources more efficiently, through effective intelligence and information exchange, disrupting organised crime against business
- Support the delivery of the national Serious and Organised Acquisitive Crime (SOAC) strategy
- Develop and support national standards for the accreditation for Business Crime Reduction Partnerships
- Identify and promote research into emerging crime trends affecting business
- Provide additional support for the NPCC portfolios of Fraud, Cyber and Counter Terrorism through messaging and business engagement
- Assist Government and NPCC Portfolio leads with business engagement to support their objectives



Audience

Police forces – to raise national police standards by prioritising prevention, and be a conduit for best practice and a centre of excellence.

NPCC – to support the NPCC national portfolios that include business engagement in its wider context.

PCCs – to support the APCC and PCCs in the delivery of their commitments to deliver business crime engagement and crime reduction within their Police and Crime Plans.

Government – to support the Retail Crime Team within the Home Office, the National Retail Crime Steering Group and other governmental departments to facilitate engagement to deliver policing objectives and protect businesses.

Business – to facilitate engagement to deliver crime prevention advice and enable businesses to protect themselves from crime.

Scope

The NBCC will engage with all businesses but have a particular focus on the following areas:

- Retail crime
- Business crimes that include vulnerable victims
- Business crimes that threaten the country's infrastructure
- Business engagement in support of a national need e.g. Covid-19, major/critical incident, national coordination (Op Bridge)
- Private security liaison
- CSAS

Areas where we engage, but refer to other agencies

- Physical security assets in the finance sector – Safer Cash
- Financed vehicle crime – NaVCIS
- Fraud – Action Fraud/NFIB
- Cyber crime – Cyber Crime Resilience Centres
- Licensed premises e.g. pubs, night clubs, betting shops – NPCC licensing lead
- Licensing enforcement – Trading Standards
- Festivals/sporting events – NPCC events team
- Intellectual property – PIPCU
- Metal crime – BTP & National Infrastructure Crime Reduction Partnership
- CT – NaCTSO
- Accredited crime prevention – PCPI/Secured by Design
- Private Security Investigation – Security Industry Authority
- Rural crime – Wildlife Crime Unit

Areas outside of the business crime definition

- Places of worship

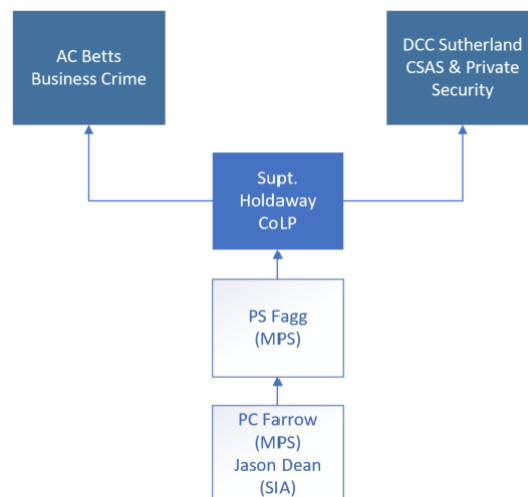


- Public sector e.g. education

Responsibilities of the NBCC

- Deliver plans to support business engagement, and crime reduction
- Answer queries from business/police
- Collate, research and circulate best practice
- Raise awareness of emerging crime trends
- Facilitate referrals and queries to police force points of contact
- The NBCC is not resourced to own, or take the lead in crime investigations; moreover, the NBCC is not able to conduct crime enquiries e.g. PNC/PND, unless in the query relates to a crime in the officer's own force area

Structure



Governance

- NBCC Governance – NPCC and APCC leads meeting – Six monthly
- NPCC Commercial Robbery – Quarterly
- NPCC Serious Organised and Acquisitive Crime – Quarterly
- Home Office National Retail Crime Steering Group – Six monthly
- NPCC RSAS/CSAS Working Group – Quarterly

General rules

The NBCC:

Will not explicitly endorse individual commercial products or services

Without NPCC support, NBCC officers will not become board members of any organisation

Attendance at any event will be in accordance with the officer's home force (or CoLP) hospitality and gifts/gratuity policy

Communication plan



Existing plan being reviewed in light of launch of the new NBCC website.

Funding & Assets

No funding

NBCC website

Date: 15/07/2022



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