



City of London Police Authority Board

Date: THURSDAY, 24 NOVEMBER 2022
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

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

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

Accessing the virtual public meeting

A recording of the public meeting will be available 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 public minutes and non-public summary of previous meeting of the City of London Police Authority Board held on the 27th of October.

For Decision
(Pages 7 - 12)
4. **OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 13 - 14)
5. **CHAIR'S PUBLIC UPDATE**
Report of the Chair.

For Information
(Pages 15 - 16)
6. **COMMISSIONER'S UPDATE**
Report of the Commissioner & Chief Officers.

For Information
(Pages 17 - 20)
7. **Q2 REVENUE & CAPITAL BUDGET MONITORING, 2022/23**
Report of the Commissioner.

For Information
(Pages 21 - 38)
8. **QUARTERLY UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS ACTIVITY**
Report of the Commissioner.

For Information
(Pages 39 - 46)
9. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**
Report of the Commissioner.

For Information
(Pages 47 - 56)

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

Report of the Commissioner.

To be read in conjunction with non-public appendices at Item 22.

For Information
(Pages 57 - 66)

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

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

13. **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

14. **NON-PUBLIC MINUTES**

To approve non-public minutes of the previous meeting of the City of London Police Authority Board held on the 27th of October.

For Decision
(Pages 67 - 70)

15. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Information
(Pages 71 - 72)

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

The Chair to be heard.

For Information
(Verbal Report)

17. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Information

(Verbal Report)

18. **POLICE MTFP UPDATE AND RESERVES STRATEGY**
Report of the Commissioner.

For Decision
(Pages 73 - 98)

19. **CITY OF LONDON POLICE (COLP) TRANSFORM PROGRAMME- CLOSING REPORT**
Report of the Commissioner.

For Information
(Pages 99 - 106)

20. **CORPORATE SERVICES REVIEW- UPDATE**
Report of the Commissioner.

For Information
(Pages 107 - 122)

21. **SECURE CITY PROGRAMME (SCP) ISSUES REPORT**
Report of the joint report of the Executive Director of the Environment Department and the Commissioner.

For Information
(Pages 123 - 144)

22. **NON-PUBLIC APPENDICES**
Non-public appendices to be read in conjunction with Item 10.

For Information
(Pages 145 - 196)

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

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

Part 3- Confidential Agenda

25. **CONFIDENTIAL MINUTES**

To approve confidential minutes of the previous meeting of the City of London Police Authority Board held on the 27th of October.

To be circulated separately.

For Decision

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CITY OF LONDON POLICE AUTHORITY BOARD Thursday, 27 October 2022

Minutes of the meeting of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 27 October 2022 at 11.00 am

Present

Members:

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chair)
Helen Fentimen
Alderman Timothy Hailes
Deborah Oliver
Deputy Graham Packham
Dawn Wright
Sir Craig Mackey (External Member)
Michael Mitchell (External Member)
Melissa Collett (External Member)

In attendance online:

Andrew Lentin

Officers:

Richard Holt	- Town Clerk's Department
Chandni Tanna	- Town Clerk's Department
Bob Roberts	- Deputy Town Clerk
Caroline Al-Beyerty	- The Chamberlain
Paul Chadha	- Comptroller and City Solicitor's Department
Alix Newbold	- Interim Director of Police Authority
Alistair Cook	- Head of Police Authority Finance
Oliver Bolton	- Town Clerk's Department
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
Umer Khan	- Commander, City of London Police
Hayley Williams	- City of London Police
Christopher Bell	- City of London Police
Mari Ladu	- City of London Police

1. **APOLOGIES**

Apologies were received from Nicholas Bensted-Smith and Andrew Lentin.

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 note and non-public summary of the Police Authority Board meeting held on the 27th of September 2022.

The Chair highlighted that he had requested the Town Clerk to confirm whether External Members can vote and contribute to the Board's quorum.

RESOLVED – That the public note and non-public summary of the Police Authority Board meeting held on the 27th of September 2022 be noted.

4. **OUTSTANDING REFERENCES**

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

The Board noted that the communications with the relevant newly appointed secretary of state and ministers would be progressing accordingly with further opportunities for engagement explored further.

Officers confirmed that an interim report on the City of London Police's Corporate Services review would be presented to the Board in November with a further report on the final position to be presented once finalised. The Chair noted that the Resource, Risk and Estates Committee would be the primary body to review this document but it would be important for the Board to also consider this.

The Chair instructed that references to the CCTV provision at the Barbican Estate and the joint report on the City of London Corporation and City of London Police responsibilities under Protect Duty be included on the ORs.

RESOLVED – That the report be noted.

5. **COMMITTEE MINUTES**

The Board received the draft minutes of the Professional Standards and Integrity Committee and the Economic and Cyber Crime Committee.

6. **DRAFT MINUTES PROFESSIONAL STANDARDS AND INTEGRITY COMMITTEE**

The Board received the draft minutes of the Professional Standards and Integrity Committee meeting on the 26th of September 2022.

RESOLVED- That the draft minutes be noted.

7. **DRAFT MINUTES OF THE ECONOMIC AND CYBER CRIME COMMITTEE**

The Board received the draft minutes of the Economic and Cyber Crime Committee held on the 3rd October 2022.

RESOLVED- That the draft minutes be noted.

8. **CHAIR'S PUBLIC UPDATE**

The Board received the Chair's public update.

RESOLVED- That the report be noted.

9. **COMMISSIONER'S UPDATE**

The Board received the Commissioner's public update.

Officers updated on the stabbing incident at Bishopsgate and explained the actions of the Force in response. The Chair commended Officers for their work in response to this incident and noted it was important for criminals to see that the City of London Police were able to act quickly to respond to incidents. In response a Member's question on whether the incident was indicative of a wider pattern of similar crimes Officers confirmed that it was as relatively small number of individuals causing these incidences and that a dedicated team was in place to combat the responsible groups.

RESOLVED- That the report be noted.

10. **INDEPENDENT CUSTODY VISITOR ANNUAL REPORT 2022-23**

The Board received a report of the Town Clerk on the Independent Custody Visitor Panel Annual report for 2021-22.

The Board were informed that the report related to 2021-22 and should have included reference to the Independent Custody Visitor Panel Chair and the Independent Custody Visitor Member Sponsor. The Board noted its thanks to Deputy Keith Bottomley for his time as the Independent Custody Visitor Member Sponsor and the Chair resolved to write to him to thank him for his service on behalf of the Board.

In response to Member's question Officers confirmed that the Force was committed to supporting the mental health of those individuals in custody and in policing more widely. In addition it was confirmed that a joint report dealing with mental health policies for the City of London Police and partners would be prepared for the consideration of the Board, the timing of which was to be agreed with Police Authority Team.

RESOLVED- That the report be noted.

11. **APPOINTMENT OF INDEPENDENT CUSTODY VISITORS SCHEME MEMBER SPONSOR**

The Board considered the appointment of the Independent Custody Visitor Scheme Member Sponsor.

The Town Clerk informed the Board that expressions of interest were sought from the Board with Deborah Oliver expressing an interest in the position. An associated statement was circulated prior to the Board.

RESOLVED- That Deborah Oliver be appointed as the Independent Custody Visitors Scheme Member Sponsor.

12. **REVIEW OF THE POLICE AUTHORITY**

The Board considered a report of the interim Director of the Police Authority which provided a Review of the Police Authority.

In response a question from the Deputy Chair it was confirmed that the Strategic Planning and Performance Committee would be the primary body for reviewing the performance of the Police Authority against the performance areas explained in the report. In addition, it was confirmed that recommendations for reforming the governance of the Safer City Partnership, including the Member governance oversight by Crime and Disorder Committee, were being developed for consideration.

Following a Member's query it was explained a communications officer for the Police Authority was due to be hired who would lead on improving the Authority's engagement and communication.

In response to a Member's question the Police Authority's process for processing complaints against the City of London Police was outlined.

RESOLVED- That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

15. **EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph(s) in Schedule 12A
14-16(a), (b), 19, 20 and 21	3
18 and 19	7

16. **NON-PUBLIC MINUTES**

The Board considered non-public note of the previous meeting of the Police Authority Board held on the 27th of October.

RESOLVED- That the non-public note of the previous meeting of the Police Authority Board held on the 27th of October be approved.

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

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

18. **COMMITTEE MINUTES**

The Board received the draft non-public minutes of the Professional Standards and Integrity Committee and the Economic and Cyber Crime Committee.

1a. **Draft minutes Professional Standards and Integrity Committee**

The Board received the draft non-public minutes of the Professional Standards and Integrity Committee meeting on the 26th of September 2022.

RESOLVED- That the draft minutes be noted.

2a. **Draft minutes Economic and Cyber Crime Committee**

The Board received the draft non-public minutes of the Economic and Cyber Crime Committee held on the 3rd October 2022.

RESOLVED- That the draft minutes be noted.

19. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROGRAMME AND NEW SERVICE**

The Board considered a report of the Commissioner on the City of London Police Fraud and Cyber Crime Reporting and Analysis Service procurement outcome approvals.

RESOLVED- That the report be noted.

20. **NPCC CYBER CRIME PORTFOLIO- CYBER CRIME PLAN 2022-23**

The Board considered a report of the Commissioner on the NPCC Cyber Crime Portfolio Cyber Crime Plan 2022-23.

RESOLVED- That the report be approved.

21. **NPCC CYBER CRIME PROGRAMME - BENEFITS EVALUATION 2021-22**

The Board received a report of the Commissioner on the NPCC Cyber Crime Programme – Benefits Evaluation 2021-22.

RESOLVED- That the report be noted.

22. **GATEWAY 6- POWER BI- CLOSURE REPORT**

The Board considered a report of the Commissioner on the Gateway 6 Bi-closure.

RESOLVED- That the report be approved.

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

The Board considered a report of the Commissioner on the City of London Retention Measures.

RESOLVED- That report be approved.

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

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

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

There were no items of urgent business.

26. **REVIEW OF SPECIAL CONSTABULARY**

The Board considered a confidential report of the Commission on the review of Special Constabulary.

RESOLVED- That the report be noted.

The meeting ended at 1.27 pm

Chair

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

City of London Police Authority Board – Public Outstanding References

9/2022/P	25 May Item 10 Police, Crime, Sentencing and Courts Bill	The Chair requested that the Board receive a joint report on Force's policy and requirements from the Protect Duty.	Commissioner of Police/ Town Clerk	In Progress- Further to the update provided to September PAB, no further guidance has yet been issued by the HO. It is expected at the beginning of December. Cdr Ops and Security is in discussion with the Strategic Director of Security and Counter Terrorism, City of London Corporation and Director of City Operations, Environment Dept, City of London Corporation and an update will be provided in the New Year.
12/2022/P	27 September Item 9 Q1 Revenue and Capital Budget Monitoring 22-23	Update on the progression of the City of London Police's Corporate Services review to be provided within 6 months	Commissioner of Police	Complete- This is on the agenda.
13/2022/P	27 October Item 10 Independent Visitor Annual Panel report 2021-22	Chair resolved to write to Deputy Keith Bottomley on behalf of the Board to thank him for his service as the Independent Visitor Panel Member Sponsor.	Chair/ Police Authority	
14/2022/P	27 October Item 10 Independent Visitor Annual Panel report 2021-22	Confirmed that a report dealing with mental health policies for the City of London Police and partners would be prepared for the consideration of the Board.	Commissioner of Police/DCCS/ City and Hackney Public Health	In Progress- timing of this report is in the process of being confirmed between Cdr Ops and relevant partners shown.

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

HMICFRS

The national thematic report on vetting, misconduct and misogyny in the police service provides a concerning picture. The Chair welcomes the City Police's intention to review the national recommendations and present its findings to PSI Committee. Public trust in the police is fundamental to effective community policing and people rightly expect officers to act with integrity and professionalism. Policing must ensure they are operating within a culture of equality, diversity, and inclusion and maintaining the highest standards. It is vital that all forces across the country take action to get recruitment, vetting and misconduct processes right.

NPCC / APCC Partnership Summit

The Chair attended the partnership summit which provided an opportunity for chief constables and PCCs to discuss key policing issues including reducing crime, improving outcomes and rebuilding public confidence. The Home Secretary and Shadow Home Secretary provided keynote speeches setting out their future ambitions for policing. The Home Secretary also highlighted the investment being made in fraud capabilities across City of London Police, ROCUs and the National Crime Agency.

Economic crime

Following the deep dive on the Fraud and Cyber Crime Reporting and Analysis Centre, it was agreed to provide Members with a wider overview of the fraud and cyber landscape, to understand City of London Police's role within this. This has been organised for the afternoon of 7 December (1430-1600).

The National Audit Office published a report on progress combating fraud ([Progress combatting fraud - National Audit Office \(NAO\) report](#)) which built upon the report they published in 2017. The current report focuses on the need to tighten up coordination of the whole system approach to tackling fraud. The Police Authority has previously highlighted that tackling fraud is a universal issue requiring a whole system approach in which financial services, social media and technology companies have a critical role to play alongside law enforcement. It is expected the Home Office's fraud strategy will be published shortly, which will help set the strategic direction for the system for the next few years.

The House of Lords cross-party Fraud Act 2006 and Digital Fraud Committee published its report ([The UK has retreated from the fight against fraud, says Lords Committee - Committees - UK Parliament](#)). The report's recommendations are welcome, in particular the recommendation for delayed banking transfers on high-risk payments to help protect individuals from being pressured into fraudulent savings transfers.

Violence Against Women and Girls

City Police and the Corporation are planning a number of events in the City as part of White Ribbon Day on 25 November and the subsequent 16 days of national action against violence against women and girls. This includes an Operation Reframe deployment on 3 December attended by the Chair and Deputy Chair, and the Deputy Mayor for Policing and Crime. On 5 December (830-1000), the Police Authority is hosting a briefing which will provide Members with an opportunity to learn about how the City Police and Corporation are working together, and with partners, to tackle crime and anti-social behaviour linked to the night time economy, including creating a safer environment for women and tackling violence against women and girls.

Committee(s): Police Authority Board	Dated: 24 November 2022
Subject: Commissioner's Update	Public
Which outcomes in the <i>City Corporation's Corporate Plan</i> 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 103-22	For Information
Report author: Angela McLaren, Commissioner	

Summary

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

The *public* updates for Operations and Security and Economic and Cyber Crime are attached.

Recommendation(s)

Members are asked to note the report.

Acquisitive & Violent crime

Operation Roccotto, a high visibility, engagement operation was successfully completed on Wednesday 19th October. Over 70 officers were deployed across the City. We utilised our engagement hub to amplify phone theft and fraud crime prevention messages. Our residential hubs at Mansell Street and Barbican Estates supported us in engaging with residents to discuss local issues. The Sector Tasking Team and our Counter Terrorism Security Advisors (CTSA) conducted joint patrols with Security Officers from around the City and our Servator Teams deployed to magnify those patrols, engaging with the public and detecting hostile behaviours. The Roads Policing Unit conducted vehicle check points on Tower and Blackfriars Bridge to disrupt and detect drug supply which resulted in the arrest of a suspect found in possession of several wraps of a suspected controlled substance and a bladed weapon. Three entry points around the City were staffed with over 200 vehicles passing through the City subject to checks.

Operation Niven has been proactively tackling phone theft offences since June. This crime type is showing a 5% decrease since the last update. For October there have been 57 snatch incidents, peak days of the week are Monday, Wednesday, and Saturdays accounting for 55% of the incidents. We have recently arrested a suspect wanted on suspicion of five phone snatches. Our Pro-active Crime Team continue to work with our Metropolitan Police colleagues to disrupt and detect this crime.

Night-time Economy

Operation Reframe was held on 19th October, a total of nine Licensed premises were subject to a license check. Three premises were visited for reassurance and six were tested for drink spiking initiatives and ‘Ask For Angela’. One premises failed this drink spiking test and as a result will receive further engagement from our licencing team.

Anti-Social Behaviour (ASB)

As part of Operation Roccotto, a dedicated Operation Luscombe¹ team, supported by the Corporation of London’s Community Safety Team, focused on ASB and community issues. St Paul’s Cathedral hosted the Op Luscombe team who engaged with several members of the homeless community in a bid to reduce ASB relating to begging and homelessness. The residential hubs at Barbican and Mansell Street were supported by Park Guard and the Local councilor for the Barbican.

Professionalism & Trust

We are due to hold a consolidation meeting with the Black Police Association and other partners to streamline actions from the National Race Action Plan which will enable us to finalise our local Race Action Plan.

Our Inclusivity Programme² has been launched this month where we will be presenting our officers and staff with a menu of options from which to choose their inclusivity sessions depending on their learning style and access requirements.

Police Uplift

CoLP officer headcount is at 970, 46 uplift since the last report and on track to over recruit against the target in March currently.

¹ Operation Luscombe runs fortnightly at the Bishopsgate church, our Sector Tasking Team and Dedicated Ward Officers work with other support agencies to tackle homeless, begging and ASB associated with the homeless community. We maintain a close working relationship with the Corporation of London’s Community Safety Team to identify and refer individuals to support agencies where appropriate or deal with any offences reported.

² Mandatory ethics, diversity & culture programme, delivered in modules by different mediums.

Economic Crime Staff Development Day

The Economic Crime and Cyber Portfolio gathered for a briefing from senior leaders. This saw engagement across the whole portfolio bringing staff up to speed on national, regional, and local work and gave the opportunity to speak to senior leaders on direction and strategy.

Notable Operations

- National Lead Force teams – A trial began on Monday 14 November for 3 weeks. Operation Adonis is an investment fraud investigation centred on high-risk, high-reward Binary options trades. There are 172 victims with £2.2 million losses.
- Operation Quinn (courier fraud). The team executed a warrant finding a single suspect with £100k cash in a cardboard box. Hundreds of thousands of pounds of designer clothing and goods were seized having been purchased using credit card details. On 9 November 2022 he was sentenced to a total of 2 years 6, months’ imprisonment.
- Operation Corona – Investment fraud. 343 victims £5.4 million losses. Claimed to be selling Ecuadorian Gold mine rights. 4 defendants made guilty pleas during first week of trial. Sentencing took place this month. Disappointingly sentences handed down were suspended. PSI Hayley Wade was formally commended by the judge for the high quality of her work.

Action Fraud and FCCRAS

The FCCRAS Procurement Committee approved Procurement Recommendations for the new system on Wednesday 2 November, with the final step of this phase in approvals, being a report submitted to the Court of Common Council. Further reports are due at December PAB and FCCRAS Procurement Committee on the Full Business Case.

Cyber

Detective Chief Superintendent Gould gave evidence to the Parliamentary Economic Crime & Corporate Transparency Bill Committee on 25th October in relation to its cryptocurrency provisions. We are supportive of the Bill and have had an effective input around the powers it contains.

Campaigns & Media

Christmas Campaign

The Christmas online shopping campaign launches on the 14th November. This work has included the National Cyber Security Centre and will use social media, websites and radio output. This campaign has used research to give targeted online Christmas shopping advice to help consumers avoid falling victim to scams.

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Committee(s): Resources, Risk & Estates Committee (RREC) Police Authority Board (PAB)	Dated: 4 November 2022 24 November 2022
Subject: Q2 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 94-22	For Information
Report author: Alistair Cook, Chief Finance Officer & Mark Paddon, Deputy CFO (Financial Management)	

Summary

This covering report accompanies a slide pack detailing the City of London Police's (CoLP) revenue and capital outturn for Q2 2022/23. This is the first time the Force's periodic revenue and capital monitoring has been presented in a slide pack/dashboard format. It is intended that this style of reporting will provide a baseline which can be subsequently developed and refined for future reporting periods.

In summary, the Force is currently forecasting a revenue outturn over spend of £0.5m (0.56% of budget). This compares to a forecast overspend of £0.07m as reported at the end of Q1. Key cost pressures identified at Q2 (Slides 2-9) include:

- The impact of officer and staff pay awards of £2.1m
- Insufficient budgetary provision for the Action Fraud (AF) contract extension costs of £1.25m; while the Business Rates Premium (BRP) increase included an element for additional AF costs these were erroneously under provided when reworking the budget against the new Target Operating Model and require correction through this forecast.
- Additional estate running costs of £0.8m allowing £0.12m of inflation on energy costs.
- Additional Overtime costs of 0.6m.

These are partially offset by:

- Net pay, agency and employee related underspends of £3.0m due to the profile of recruitment.
- Additional £0.5m of Home Office funding for the 2022/23 officer pay award.
- Equipment underspends of £0.6m.
- Potential additional Uplift funding of £0.12m.

A wide range of dynamic variables, particularly in the current environment, makes forecasting challenging, however, the overspend position will be carefully monitored across Q3 to see if this will reduce naturally or if additional interventions are required.

Slide 10 provides a breakdown of the Force's initial £6.1m mitigations target for 2022/23 and commentary on achievement. Current projections suggest that whilst in total the mitigations target will be met there are some specific risks, particularly in relation to keeping overtime costs within budget as a £0.5m contribution to the mitigation plan.

Slides 11 & 12 provide an update on the Force's reserves position including a planned £2.8m drawdown from the Proceeds of Crime Act (POCA) reserve for schemes which improve performance on asset recovery and / or fund local crime fighting priorities. These schemes have been reviewed and approved by the Chief Officer Team.

Slides 12 & 13 set out progress against the Force's interim capital programme. Pending a review of the CoLP Change Portfolio, £6.936m 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 these budgets will be fully spent or committed in year.

Slide 14 details the forecast revenue outturn position for the Police Authority Board (PAB). A £1m budget was approved in 2022/23 and funded from part of the Business Rate Premium increase. At Q2 it is expected that PAB budget will underspend by some £0.43m at the end of the financial year. Costs will increase in future years in fully establishing its Target Operating Model.

Finally slide 15 provides a number of high-level risks and opportunities with the 2022/23 budget. These will continue to be reviewed with appropriate mitigations developed where required.

Recommendation

Members are asked to note the report and details contained in the slide pack.

Resources, Risk & Estates Committee (RREC)

04/11/2022

Police Authority Board (PAB)

24/11/22

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Q2 Revenue & Capital Budget Monitoring, 2022/23



Q2 2022/23 Headlines

Revenue: A £0.5m overspend is forecast at Q2, Q1: £0.07m overspend

Key cost pressures include:

- The impact of officer and staff pay awards of £2.1m
- Insufficient budgetary provision for the Action Fraud (AF) contract extension costs of £1.25m; while the Business Rates Premium (BRP) increase included an element for additional AF costs these were erroneously under provided when reworking the budget against the new Target Operating Model and require correction through this forecast.
- Additional estate running costs of £0.8m allowing £0.12m of inflation on energy costs.
- Additional Overtime costs of 0.6m.

These are partially offset by:

- Net Pay, agency and employee related underspends of £3.0m due to profile of recruitment.
- Additional £0.5m of Home Office funding for the 2022/23 officer pay award.
- Equipment underspends of £0.6m.
- Potential additional Uplift funding of £0.12m.

The overspend position will be monitored across Q3 to see if this will reduce naturally or if additional interventions are required. Proceed of Crime Act (POCA) funding for specific asset recovery work may also provide some mitigation.



Q2 2022/23 Headlines

Police Uplift: Current projections indicate that the 986 Home Office officer headcount target will be met or exceeded by 31 March 2023. The Home Office is offering financial incentives for over achievement against the uplift target of £20,000 per officer over target, however, this may be subject to an overall headcount cap per force.

2022/23 Mitigations target = £6.1m

Current projections suggest that with substitute mitigations (POCA) the £6.1m target will be met although a £0.5m overtime savings risk has been identified.

Capital: 2022/23 budget = £6.936m inclusive of £3m Home office funding for the Next Generation Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS). In year priorities include fleet replacement, body worn video equipment and horsebox replacement. It is expected that budget will be fully spent or committed in year.

Police Authority Board (PAB): Q2 underspend of £0.43m is forecast against a £1m budget.



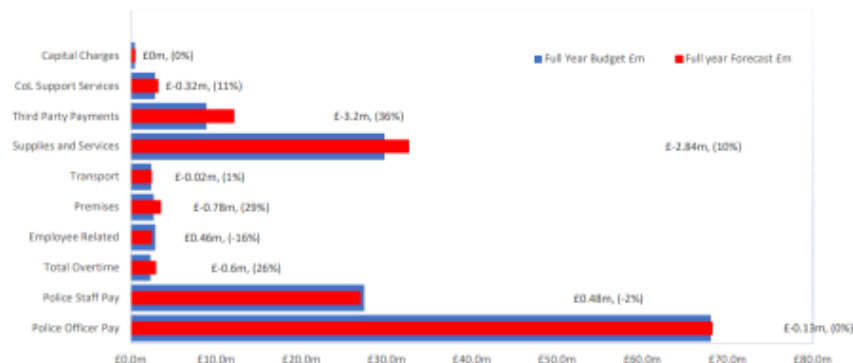
CoLP Workforce & Financial Dashboard 2022/23

September 2022

2022/23 Revenue Budget

	YTD			Outturn		
	Budget	Actual	Var	Budget	Forecast	Var
	£m	£m	£m	£m	£m	£m
Officers pay cost	34.01	30.71	-3.31	68.02	68.16	0.13
Staff Pay cost	13.69	12.86	-0.83	27.37	26.89	-0.48
Overtime	1.16	1.50	0.34	2.31	2.92	0.60
Other pay costs	16.66	16.44	-0.22	25.87	25.40	-0.46
Total pay costs	65.51	61.50	-4.02	123.57	123.36	-0.21
Non pay costs	21.81	21.19	-0.63	49.46	56.30	6.84
Total Exp	87.33	82.68	-4.64	173.03	179.66	6.63
Income	-41.95	-38.09	3.86	-76.44	-82.68	-6.23
Funding	-45.38	-45.38	0.00	-92.86	-92.86	0.00
Use of reserves	0.00	0.00	0.00	-0.50	-0.70	-0.20
Cap Fin & recharges	0.00	0.00	0.00	-3.23	-2.91	0.32
(Surplus)/ Deficit	-0.00	-0.79	-0.79	0.00	0.52	0.52

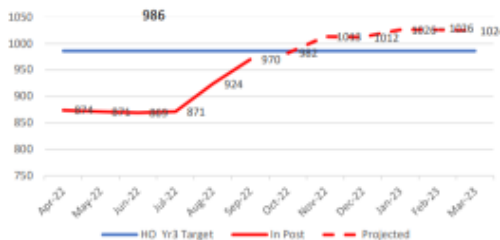
2022/23 Revenue Expenditure Forecast



Officer Establishment FTE



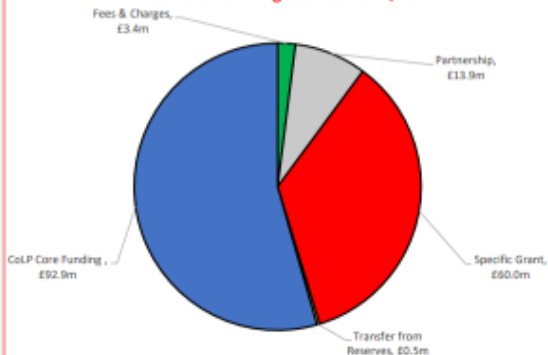
Year 3 Uplift Target (headcount)



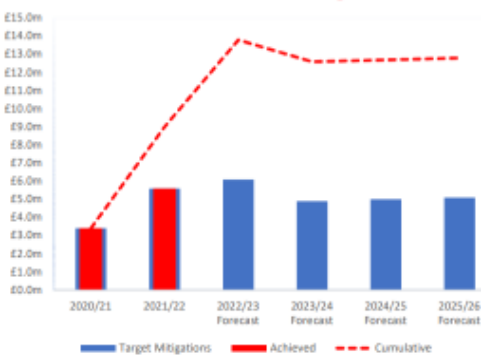
Staff (FTE)



Income & Funding Sources 2022/23

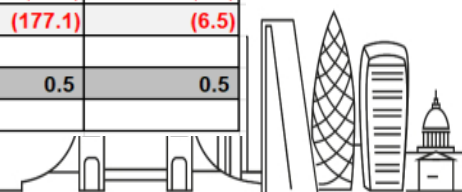


Annual and Cumulative Mitigations

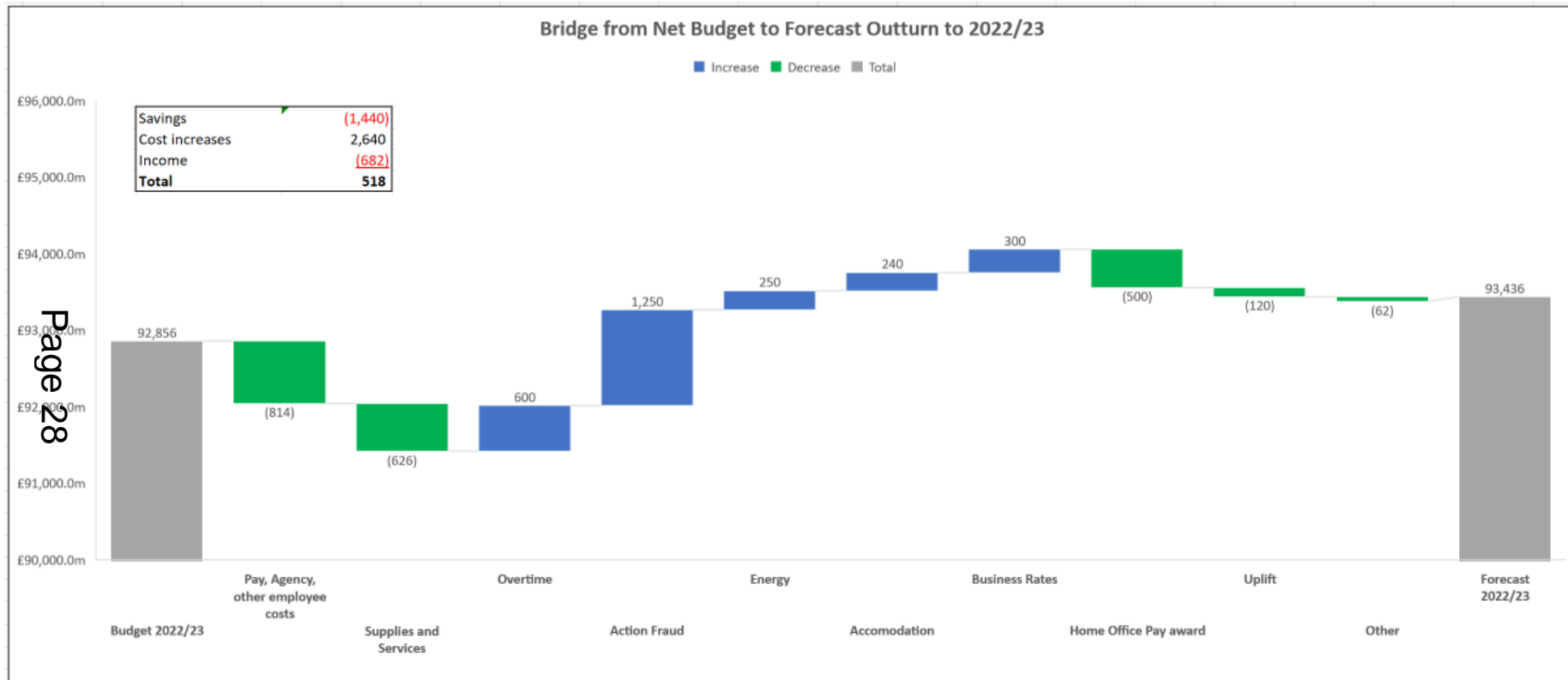


2022/23 Revenue Budget

	22/23 Latest Budget £m	Budget YTD £m	Actual (Q1 YTD) £m	Variance YTD £m	Projected Outturn £m	Proj Variance £m
Pay						
Officers	68.0	34.0	30.7	(3.3)	68.2	0.1
Staff	27.4	13.7	12.9	(0.8)	26.9	(0.5)
Overtime	2.3	1.2	1.5	0.3	2.9	0.6
Agency	0.8	0.4	0.3	(0.0)	0.5	(0.3)
Police Officer Pension	23.0	15.2	15.2	0.0	23.0	
Indirect employee costs	2.1	1.1	0.9	(0.2)	1.9	(0.2)
Total Pay	123.6	65.5	61.5	(4.0)	123.4	(0.2)
Non-Pay						
Premises Costs	2.7	1.3	2.7	1.4	3.5	0.8
Transport Costs	2.4	1.2	0.4	(0.8)	2.4	0.0
Supplies and Services	29.8	14.9	15.1	0.2	32.6	2.8
Third Party Payments	8.9	4.4	2.9	(1.5)	12.1	3.2
CoL Support Services	2.9	0.0	0.2	0.2	3.2	0.3
Capital Charges	0.5	0.0	0.0	0.0	0.5	0.0
Non-Pay	47.0	21.8	21.2	(0.6)	54.2	7.2
Total Expenditure	170.6	87.3	82.7	(4.6)	177.6	7.0
Income						
Specific Grant	(60.0)	(33.7)	(32.5)	1.2	(66.0)	(6.1)
Partnership	(13.9)	(6.7)	(4.2)	2.5	(13.3)	0.6
Fees & Charges	(3.4)	(1.5)	(1.4)	0.2	(4.2)	(0.8)
Transfer from Reserves	(0.5)	0.0	0.0	0.0	(0.7)	(0.2)
CoLP Core Funding	(92.9)	(45.4)	(45.4)	0.0	(92.9)	(0.0)
Total Income	(170.6)	(87.3)	(83.5)	3.9	(177.1)	(6.5)
Underlying Deficit	0.0	0.0	(0.8)	(0.8)	0.5	0.5

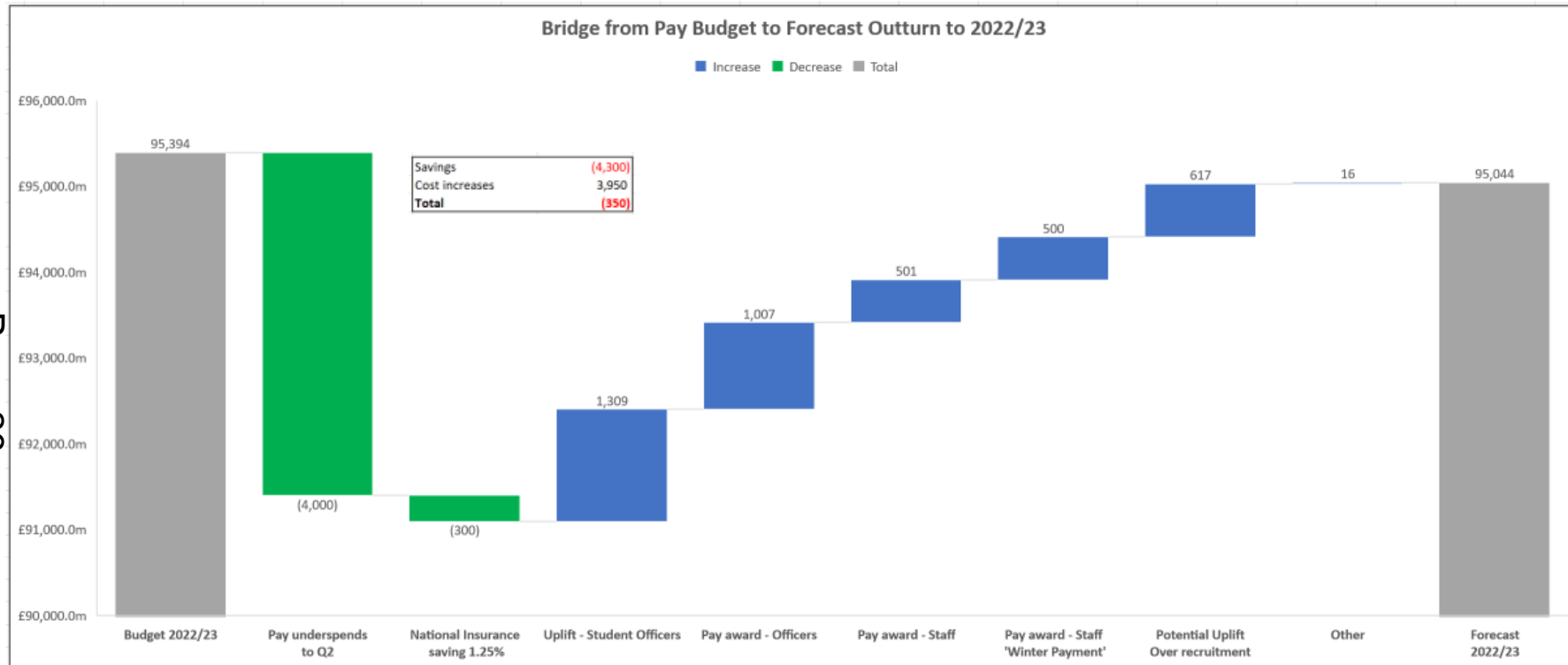


2022/23 Budget to Forecast Outturn Bridge



2022/23 Pay Budget to Forecast Outturn Bridge

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Overtime Analysis – Chargeable vs Non-Chargeable

	Budget £'000	Forecast £'000	Forecast Variance £'000
Bank Holiday Working	225	228	3
Chargeable	-	317	317
Non-Chargeable	2,087	2,366	279
Total	2,312	2,912	600

- “Chargeable” includes overtime recoverable from events such as the Queen’s Jubilee, the Commonwealth Games, the Queen’s funeral and overtime charged to the funded units which will be matched by a corresponding increase in income.

The forecast for non-chargeable overtime includes cost associated with policing major crime such as Op Intervention and protest events in the City such as those organised by Extinction Rebellion (XR). Home Office funding for unexpected events is subject to the unexpected costs exceeding a threshold of 1% of core funding. In the case of XR for example £156,000 of overtime has been incurred to date but the Force would need to exceed £700,000 in this financial year for a bid for funding from the Home Office.

- Overtime reporting will continue to be developed and refined in future reporting periods including assessment of link between uplift numbers and overtime (noting large number of student officers who need to become fully fledged officers).



Business Area Summaries

Business Area	Latest Approved Budget 2022/23 £'000	Projected Outturn +Deficit / (Surplus) £'000	Variance from Latest Approved Budget 2022/23	
			£'000	%
Police Committee (City Fund)				
Local Policing	24,616	25,116	500	2%
Specialist Operations	25,455	24,951	(504)	-2%
National Lead Force	4,520	5,701	1,181	26%
Corporate Services	27,950	29,564	1,614	6%
Central Income & Expenditure	10,315	8,043	(2,272)	-22%
TOTAL POLICE COMMITTEE	92,856	93,374	518	1%

Local Policing: £0.5m overspend - largely due to insufficient budgetary provision for student officers (£1.2m) offset by savings on equipment purchase by the Tactical Firearms Group (£0.6m)

Specialist Operations: £0.5m underspend - mainly due to officer and staff vacancies (£1.2m) offset by overtime overspends (£0.6m) due to serious and violent crime.

National Lead Force: £1.2m overspend – largely due to insufficient budgetary provision for the Action Fraud contract extension costs.

Corporate Services: £1.6m overspend - mainly due to insufficient pay budgetary provision for officers (0.9m) and premises estate running costs estimated to be £0.8m above budget partly due to energy price inflation, accommodation costs for officers and an under provision of business rates for Bishopsgate Police Station.

Central Income & Expenditure: £2.3m underspend due to a budgetary overprovision for pay costs of £1.8m in addition to the inclusion of £0.5m additional Home Office grant funding for the 2022/23 officer pay award.

N.B. The 2022/23 is the first budget prepared against the new Target Operating Model and a number of unallocated budgets were included in the Central Income and Expenditure which have been charged elsewhere in the budget. This will be refined for 2023/24.



2022/23 Mitigations

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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 remain below 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	Large capital underspends in 20/21 & 21/22 should support achievement of this 'one off' Medium Term Financial Plan (MTFP) mitigation.	
Savings on consumables	0.6	0.6	Removed from budgets. Work is still required in Q3 to identify and assess the deliverability of this saving.	
Increased use of POCA reserve for appropriate areas of budget spend, supported by increase in seized assets	0.7	1.3	In line with other forces, the Chief Officer Team have agreed to the use of the POCA reserve to fund the cost of the Asset Recovery Team.	
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 be reviewed during Q3 following uplift officer joining the Force.	
Overtime reductions linked to Bank of England contract	0.5	0.0	Removed from budget. Overtime budgets are forecast to be overspent by £0.6m due to current operational demands, holding overtime costs to budget is not considered possible at this time.	
Agency staff	0.3	0.3	Removed from budgets. Forecast suggested that agency staff budgets will be underspent by £0.3m	
Professional fees	0.9	0.9	Removed from budgets. Spend to date suggests that this mitigation is deliverable. The position will be re-assessed at Q3	
Total	6.1	6.2		



2022/23 Reserves

The Police reserves is forecast to reduce from £14.6m at 1 April 2022 to 11.8m at 31 March 2023. The total reserves broken down between Earmarked Reserves and the General Reserve is summarised below:

	Opening Balance	Projected Spend	Projected Closing Balance
	£'m	£'m	£'m
Proceed of Crime Act (POCA)	(9.0)	2.8	(6.2)
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)	2.8	(11.8)

Opening balance on the POCA reserve includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron.



2022/23 Reserves – continued

The £2.8m planned drawdown from the POCA reserve in 2022/23 includes the following projects which have been approved by the Chief Officer Team:

2022/23 POCA Reserve Drawdown	Asset Recovery £'000	Crime Reduction £'000	Community Projects £'000	Misc £'000	Total £'000	Description
Asset Recovery Team	1,300				1,300	Funding of Asset Recovery team for a period of three years. Total requirement = £3.9m.
Serious Organised Crime (SOC) Development		314			314	Development of driving and surveillance capabilities with the procurement of vehicles aligned with those capabilities. The total requirement is £604,805; 2022/23: £314,000 £137,000
District Attorney New York (DANY) / Homeland Security Investigations (HSI)	225				225	Secondment of 2 officers DI + DS for two years with partner agencies in New York City, USA - £225,000 per annum.
Covert Tasking Budget		75			75	Project to support proactivity across the force in tackling fraud and Serious Organised Crime. Total request £287,500.
Night Time Economy (NTE)		103			103	Multi-agency approach to NTE issues, focusing on early engagement, crime prevention and setting the policing
Streamlined Forensic Reporting				10	10	Project to provide streamlined forensic connection between CoLP and healthcare providers, for the purpose of attaining medical evidence more efficiently, for the prosecution of cases that include all forms of medical evidence. The total requirement was £33,000 with £10,000 remaining to be spent in 2022/23.
Derbyshire Financial Investigation (FI) & Financial Recovery (FR)	100				100	Funding for financial investigation and financial recovery in 2022/23 transferred from Derbyshire. From 2023/24 an Economic Crime Levy will be ringfenced to pay for these posts.
PowerBI - data analytics		631			631	To improve analytics and data reporting capability to assist crime reduction and asset recovery.
Total	1,625	1,123	0	10	2,758	

- The DANY/HSI, Covert Tasking and NTE projects (£0.4m) may provide some mitigation to the Q2 forecast overspend.



Interim Capital Programme 2022/23

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	2022/23 Project Budget £'000	Of which loan- funding £'000	Of which HO funding £'000	Commitments £'000	Forecast Spend 2022/23 £'000	Forecast Variance £'000
FCCRAS (including £3m Home Office funding)	5,200	2,200	3,000	0	5,200	0
Car Fleet Replacement	250	250	0	250	0	0
Horsebox	400	400	0	400	0	0
Motorbike Fleet replacement	236	236	0	236		0
Body Worn Video Equipment	300	300	0	0	300	0
Armoury Improvements	100	100	0	0	100	0
Forensics Networks & Storage	450	450	0	0	314	-136
Total	6,936	3,936	3,000	886	5,914	-136

FCCRAS: The contract for the new FCCRAS service is now in the final stages and a full business case will be submitted to the Home Office in Q3. Of the £6.0m 2022/23 FCCRAS budget, £1.5m has been spent to date, with the expectation that the full FCCRAS capital budget will be utilised by the end of the financial year.



Interim Capital Programme 2022/23 continued

Fleet Replacement: Tactical Fleet are currently assessing the vehicles which require replacement as part of the 2022/23 programme. A decision and recommendation on the options is expected in October 2022. An order for 10 replacement motorbikes has been placed at a cost of £0.165m. It is expected that the motorbikes will be delivered in Q2 2023.

Horsebox: A number of procurement options are being considered including a joint with other forces, however, with supplier lead times currently running at between 12-18 months irrespective of the procurement method it is very unlikely at this stage that the horsebox will be delivered in 2022/23.

Body Worn Video Equipment: The contract is being negotiated and it is expected that the equipment will be delivered, within budget and available for use on 1 March 2023.

Armoury Improvements: To date design fees of £12,045 have been incurred and the final specification is being prepared. Whilst the aim is deliver the improvements in 2022/23 a clearer picture of costs and timescales will be available once the specification is agreed and procurement commences.

Forensic Network & Storage: This project is to implement management software solution to remove tape storage. The project has commenced and it is expected that it will be completed by the end of the financial year. The forecast outturn is £314,000 which is an underspend of £136,000 against budget.



Police Authority Board Budget 2022/23

Police Authority Board	22/23 Latest Budget £m	Budget YTD £m	Actual (Q1 YTD) £m	Variance YTD £m	Projected Outturn £m	Proj Variance £m
Pay						
Staff	0.63	0.32	0.20	(0.11)	0.51	(0.12)
Total Pay	0.63	0.32	0.20	(0.11)	0.51	(0.12)
Non-Pay						
Supplies and Services	0.37	0.00	0.00	0.00	0.06	(0.31)
Total Non-Pay	0.37	0.00	0.00	(0.00)	0.06	(0.31)
Total Net Expenditure	1.00	0.32	0.20	(0.11)	0.57	(0.43)

Budget established in 2022/23 with £1m Business Rates Premium Funding.
2022/23 Forecast underspend of £0.43m

2022/23 Risk and Opportunities

- 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

The risk and opportunities assessment, with mitigations, will be further developed for Q3.



Committee(s): Strategic Planning and Performance Committee Police Authority Board Professional Standards and Integrity Committee	Dated: 17 th November 2022 24 th November 2022 29 th November 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 102-22	For Information
Report author: T/Chief Superintendent Sanjay Andersen; 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), Police Authority Board (PAB) and Professional Standards and Integrity Committee (PSIC) 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 quarterly reports to your Committees.

Current Position

Key Milestones (Quarter 3)

- **Plan on a Page:**
In recognition of the need to ensure that the CoLP's (CoLP) VAWG Strategy is clearly and consistently communicated across all areas of the organisation, a 'Plan on a Page' has been developed (Appendix A). This is currently out for consultation and once a final version agreed, will be disseminated across the organisation utilising a variety of communication methods, such as team cascade briefings and open events in the canteen. A public version of this plan will also be disseminated across our communities, to demonstrate in a concise way, the organisation's commitment and progress in tackling VAWG.
- **Academic support:**
The City of London Police has a successful internship programme with University College London. The Professionalism and Trust team will be working with a student to support an academic review of our VAWG Strategy. The over-arching aim will be to establish an evidence-base for our performance in this area, identify good practice and any areas for improvement. This will be an objective review and provide an external lens to show how effectively CoLP is delivering on the VAWG Strategy. This work is embryonic and consequently a more detailed update will be provided for the February 2023 Committees.

National

2. October 2022 will mark the one-year anniversary of the establishment of the NPCC (National Police Chief's Council) taskforce. The CoLP has been invited to an NPCC event where there will be a presentation on national collective progress, a summary will be provided in the next Committee report.

Members will recall that in April 2022, all forces nationally submitted their internal VAWG Action Plan to the NPCC for initial national performance

benchmarking. In September 2022, forces were again asked to re-submit their Action Plans to demonstrate ongoing progress. Prior to this submission, the CoLP completed performance benchmarking on the Plan, this revealed that we are delivering in all areas (based upon a RAG grading) and that no areas of concern have been identified. As with the submission in April, we anticipate feedback to be presented to forces as a national policing response to VAWG; an update will be expected in time to present to members at the next Committee meeting.

Regional

3. The CoLP remains in a working group with the British Transport Police and Metropolitan Police. There is nothing to note for Committee members during this quarter.

Local

4. Since our most recent update to members in September 2022, the CoLP has continued to develop work to tackle VAWG by delivering sustainable change, as outlined in the key milestones. The following local updates highlight work currently in development:

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.

- HeForShe²: A CoLP campaign lead has now been identified and a meeting with the national team has taken place to support our internal implementation. A six-month re-launch plan has been completed and will be supported by trackable actions; this is currently under internal consultation.
- Professional Standards: As previously updated, our Professional Standards Department (PSD) has completed the review of live, recent and historical sexual misconduct cases to ensure that all concerns raised have been dealt with appropriately. This report is now in the final review stage and following this will be presented to the Chief Officer team. A summary of the report will be provided to the subsequent Police Authority Board and Police Standards and Integrity Committee.

² [Home Page | HeForShe](#)

- **Leadership and Culture:** The Leadership and Culture strand of our Professionalism and Trust team continues to develop upon 'Our People' framework. This will support initiatives for self-development whether for promotion or lateral moves. There are specific elements with this framework which are designed to support the progression of females in the workforce, such as the recent 'Leading with Impact' course which was extremely well attended.

In addition, the 'Our People' Inclusivity Programme will run as a mandatory event for all employees and will take place across a number of dates in November and December at Aviva. The event will contain a blend of leadership and culture-focused inputs, framed around inclusion and compassionate leadership. An intrinsic focus will be around Ethics, Mentivity and challenging inappropriate behaviour.

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.

- **Vulnerability training:** Ensuring that the workforce is equipped to deal with VAWG remains at the forefront of our Strategy. Practically, a significant part of this work has involved a force-wide skills gap analysis for all employees. As a result, vulnerability training has now become mandatory for all officers. It has already been rolled out to 800 officers, with 60 outstanding. Prioritisation also remains to deliver the new Domestic Abuse Matters training, for which 240 officers have already attended and provided complimentary feedback. The next steps will be to have a cohort of 'trained – trainers' to ensure that we can deliver to the entire workforce at pace.
- **VAWG Problem Profile:** This has provided a comprehensive overview of the impact of VAWG in the City of London. The profile has been cascaded to key internal stakeholders and micro-briefings are being arranged with these business area leads by the Professionalism and Trust team, this will ensure that any risk areas are addressed, and good practice disseminated locally, regionally and nationally.

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.

- Operation Reframe: A successful monthly partnership Safety Hub continues to operate. Monthly performance reports are produced to track the impact of this collaborative initiative. The results for August and September 2022 are summarised below:

August:

Welfare hub: Approximately 50 persons visited the welfare area. This provided opportunities for CoLP and partnership agencies to engage and raise awareness around personal safety.

Interventions: There were 2 people safeguarded whilst their experienced mental health episodes. First aid was also provided to an injured female and 4 heavily intoxicated lone persons, including a teenage female, were supported to facilitate safe travel home.

Licensed premises: 27 licensed premises were visited and inspected.

September:

Welfare hub: Approximately 10 persons visited the welfare area. As above, this provided opportunities for CoLP and partnership agencies to engage and raise awareness around personal safety.

Interventions: Of note, there were two arrests made for Fraud in relation to persons working as SIA door staff without accreditation.

Licensed premises: 39 licensed premises were visited and inspected, this included 25 drinks being tested for spiking across 2 venues as a reassurance and educational exercise for patrons.

This Operation will be further developed as a model for the upcoming Christmas Campaign where footfall in the City and within licensed premises will increase.

- Licensing checks: The CoLP Licensing Team complete weekly compliance checks on venues on a Thursday, Friday and Saturday, this is also mirrored by the Corporation Licensing team. Venues attended will differ weekly, however those graded with Red or Amber concerns, will be visited each week. Over a 3 month period, the Licensing Team have also conducted compliance visits with every late night levy premises. A full report of activity is regularly presented to the Licensing Committee.
- Ask for Angela: WAVE (Welfare And Vulnerability Engagement)³ training has also been completed by the Safer Business Partnership to support the Ask for Angela campaign. Currently, 284 people have been trained across 55 venues in the City. Ask for Angela quality assurance checks

³ [WAVE Training — Safer Sounds Partnership](#)

are conducted by the Licensing Team, with the purpose to ensure that staff working at these campaign venues are sufficiently trained.

Governance

5. The City of London Police's strategic and tactical delivery on VAWG is being scrutinised at a national and local level, as advised in previous committee reports.

Conclusion

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

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'.

Appendices

Appendix A- Draft Plan on a Page- VAWG Strategy

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Violence Against Women & Girls



Professionalism&Trust@
cityoflondon.police.uk



We will continue to work in partnership to prevent and unequivocally respond to Violence Against Women & Girls

Our Plan



Our priority will be to deliver this plan across 3 areas

- Building Trust and Confidence
- Relentless Perpetrator pursuit
- Creating Safer spaces

What



There continues to be tragic instances of VAWG across the UK. Working with partners, we want to do more to ensure women & girls are safe and feel safe within the City of London

Why

Days of Action focusing on pursuit of perpetrators



#ASKFOR ANGELA
SAYING NO MORE TO VIOLENCE AGAINST WOMEN

DA Matters Training



Safer Spaces



Op Reframe

Partnerships

Empowering our workforce



HOW

Outcomes

- Strengthen trust & confidence between women, girls & the police
- Keep those who live, work and visit the City safe and feeling safe
- Make policing a hostile environment for perpetrators of VAWG

Please keep for reference

[Policing violence against women and girls - National framework for delivery: Year 1](#)
([npcc.police.uk](#))

[city-of-london-policing-plan-2022-2025.pdf](#)
([cityoflondon.police.uk](#))

[strategic-delivery-plan.pdf](#)
([cityoflondon.police.uk](#))

LINKS



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



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Committee(s): Strategic Planning and Performance Committee Police Authority Board	Dated: 17 November 2022 24 November 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 101-22	For Information
Report authors: HQ, Sector Policing, Specialist Operations Coordinated by T/Supt Matt Mountford	

Summary

This report provides the quarterly update (July 2022 to September 2022) on key engagements 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

The report has been presented in a new slide format rather than a narrative report and Member's feedback is welcome.

Recommendation

Members are asked to note the report.

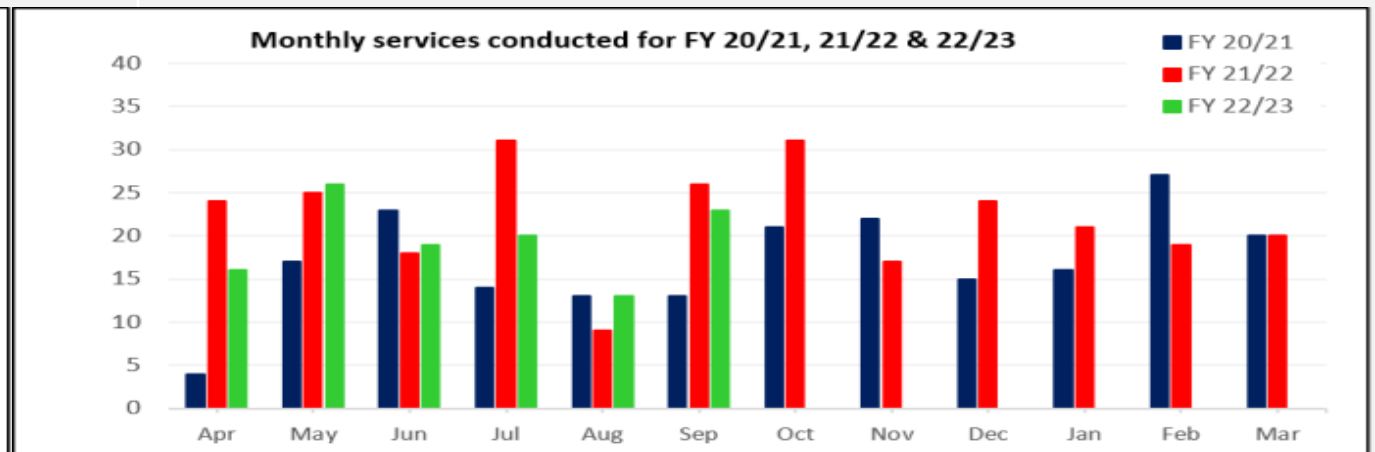
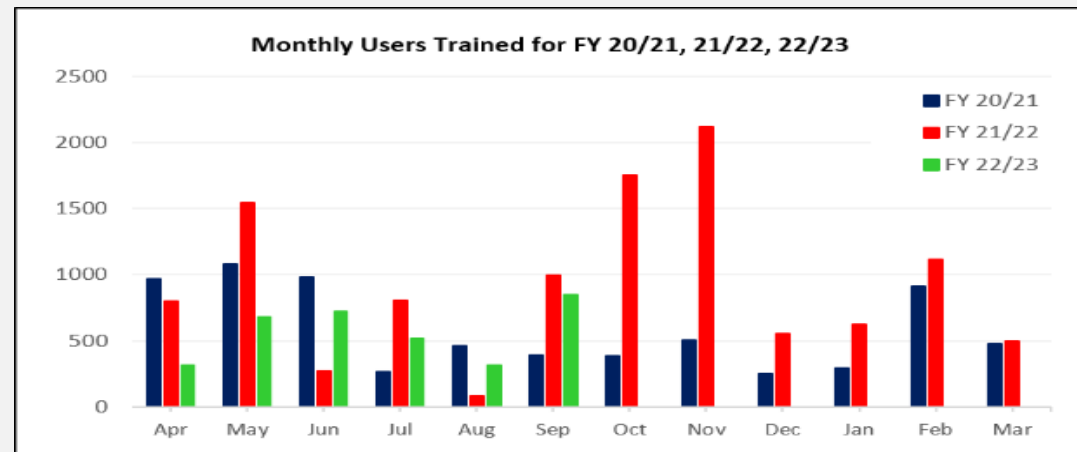
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Business Area	Specialist Operations Counter Terrorism	Owner	Detective Chief Supt Dai Evans	Date	SPPC 17/11/22 PAB 24/11/22	
Key Engagements in this quarter				Deliverables (if applicable)		
<ul style="list-style-type: none"> The Prevent team attended events including the London Prevent Network, a staff training event at the Guildhall School of Music and Drama and numerous pop up Prevent/Community Policing events aimed at City residents taking place at City libraries and St Bartholomew's Hospital. In person presentations with City businesses have continued with events in Aldersgate, Threadneedle St and Bartholomew Close. 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. 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. 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. Our CT Local Profile (CTLP) for the City of London is now complete and has been shared with trusted partners. The Prevent team has recently engaged with all City Schools and the City of London Police Cadets with a view to providing Prevent related workshops for all our children around the subject of Fake News, Conspiracy Theories and Truth. 				<ul style="list-style-type: none"> 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. External sessions for Mental Health nurses have also been provided along with holding stalls to raise awareness in conjunction with Sector Policing. This month the Prevent team have implemented training for all Control room staff at the CoLP. 		

Business Area	Specialist Operations Public Protection Unit (PPU)	Owner	Detective Chief Supt Dai Evans	Date	SPPC 17/11/22 PAB 24/11/22	
Key Engagements in this quarter				Deliverables (if applicable)		
<ul style="list-style-type: none"> Op Reframe continues and the most recent activity took place on the 30th September focusing on spiking and ‘Ask for Angela’. Officers, including our licensing team attended a number of bars and pubs ensuring that the staff were aware of the ‘Ask for Angela’ campaign and handing out covers for members of the public’s drinks, to ensure that if ever their drink is left unattended, they could return to it knowing it was safe. Educational programmes under the ‘Keeping Children Safe within Education’ banner is progressing. The ambition is to address Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE), Hate Crime and Radicalisation within a educational programme which will be delivered to all five schools within the City. The aim is to help children understand what Indecent Images of Children (IIOC) are, along with grooming and memes that get sent out over Facebook and YouTube. Encouraging children to be able to speak out should they fall victim to any of these circumstances is key. This will need funding by both police and the educational boards and discussions have commenced to facilitate this. 				<ul style="list-style-type: none"> Op Makesafe is commencing on the 5th November. Op Makesafe is a way to measure how well City hotels understand Child Sexual Exploitation (CSE) and Child Criminal Exploitation (CCE). The operation consists of police cadets attending a hotel accompanied by an adult asking to book a double room. Due to the training, this should automatically raise suspicion and should contact police quoting ‘Op Makesafe’. This is an effective way to raise awareness of the current issues faced within the City and to also test the training given to hotels. Feedback will be given to the hotel staff and training will be offered should they look to book a room without raising suspicion or concerns. . The Enhanced Victims Survey (EVS) has re-commenced which allows feedback to the police regarding the ways in which they can improve their services to vulnerable victims of crime. This survey is completed by the Vulnerable Victim Advocate and feeds back into a data analyst who collates the information and passes this back with recommendations and adjustments which can be made to improve our service. PPU assisted in a hotel conference whereby inputs on Modern Slavery, Domestic Abuse, Child Exploitation and high harm offences were delivered. This increased the further awareness of ‘Ask for Angela’ and gave hotel staff the opportunity to engage in WAVE training. 		

Business Area	Specialist Operations Cyber Crime Unit (CCU)	Owner	Detective Chief Supt Dai Evans	Date	(SPPC 17/11/22 PAB 24/11/22)	
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Key Engagements in this quarter	Deliverables (if applicable)
<ul style="list-style-type: none"> Q2 of FY 22/23 was challenging due to a high demand on policing in several different areas, all coming at a time in the calendar year which is historically lower with regards to a demand of cyber security engagements. Positively, there was a very strong finish to the quarter which ended with 1,687 users trained, 39 new organisations partnered with and 56 services conducted. Earlier in the year, Cyber Griffin observed a shift in business focus towards incident response training and security maturity assessments which appeared to be the result of global events driving a shift in security focus. Approaching Q3, focus has begun to swing back towards security awareness. This is significant for Cyber Griffin as awareness-based training is a more scalable service the team can deliver at greater capacity and to a larger audience. 	<ul style="list-style-type: none"> Cyber Griffin continues to develop a new Incident Response Exercise in partnership with Bristol University. The prototype for this work is now complete. The next phase of work will be testing after which Cyber Griffin will be adding another service to its current offering. Below is a comparison of monthly end users trained and services conducted across FY 20/21, 21/22 and 22/23. The graphs are correct up to the end of Q2/FY 22/23. For more details of Cyber Griffin services, please visit the Cyber Griffin website: www.cybergriffin.police.uk

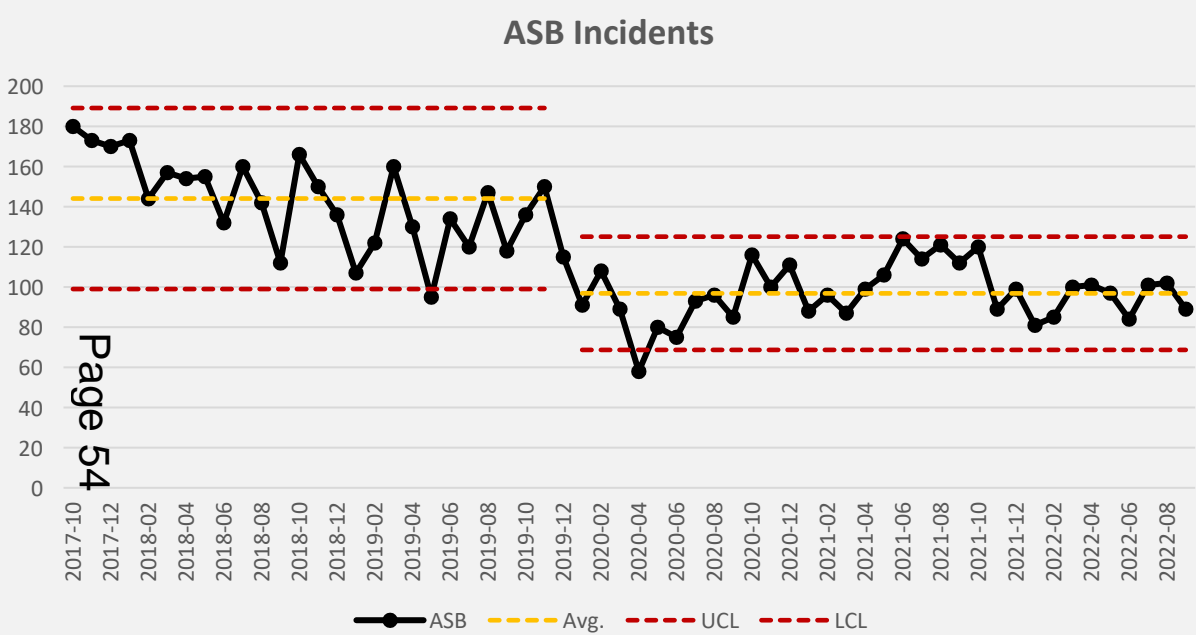


Business Area	National Lead Force (NLF)	Owner	Detective Chief Supt Matt Bradford		SPPC 17/11/22 PAB 24/11/22	
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Key Engagements in this quarter	Deliverables (if applicable)																										
<ul style="list-style-type: none"> • #ReportThePhish social media campaign (please see social media assets attached) this campaign launched on 11 July 2022 to raise awareness of how members of the public can report suspicious emails and texts, as well as what happens with those reports. • The unified Cyber Protect advice reached an audience of over 8 million and was supported by 40 police forces. There was a 27% increase in reports to Suspicious Email Reporting Service (SERS) in the week following the campaign and a 16% increase in the following week, when compared to the week of the campaign launch that shows the impact the campaign made. • A full update on EC and Cyber engagements is reported to the Economic and Cyber Crime Committee. 	<ul style="list-style-type: none"> • Protect - Since April 2022, a new team have began providing protect advice to organisations whose cybercrime report has been reclassified as a cyber enabled fraud, and therefore does not get disseminated to other forces under RMLD. During Q2, the team provided advice to 318 organisations. <div> <p>% of organisations receiving protect advice</p> <table border="1"> <thead> <tr> <th>Month</th> <th>% of organisations receiving protect advice</th> </tr> </thead> <tbody> <tr> <td>Apr</td> <td>85%</td> </tr> <tr> <td>May</td> <td>88%</td> </tr> <tr> <td>Jun</td> <td>91%</td> </tr> <tr> <td>Jul</td> <td>98%</td> </tr> <tr> <td>Aug</td> <td>92%</td> </tr> <tr> <td>Sep</td> <td>95%</td> </tr> <tr> <td>Oct</td> <td></td> </tr> <tr> <td>Nov</td> <td></td> </tr> <tr> <td>Dec</td> <td></td> </tr> <tr> <td>Jan</td> <td></td> </tr> <tr> <td>Feb</td> <td></td> </tr> <tr> <td>Mar</td> <td></td> </tr> </tbody> </table> </div>	Month	% of organisations receiving protect advice	Apr	85%	May	88%	Jun	91%	Jul	98%	Aug	92%	Sep	95%	Oct		Nov		Dec		Jan		Feb		Mar	
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Mar																											

Data

Analysis



Anti-Social Behaviour incidents are showing a long-term downward trend which is reflected nationally. ASB is showing a 12-month comparison (Oct 20 – Sep 21 vs Oct 21 – Sep 22) decrease of -9.9% (-126). When compared to the benchmark year ASB incidents are seeing a -23% (-170) decrease. *Of note ASB incidents can be reported from the incident system or the crime system, these figures have been provided from the incident system.

- Operational Activity
- City of London Police worked in partnership with City of London Corporation and partners to mark UK’s second official ASB awareness week. The week focused on the impact of ASB on young people.
 - Op Rocotto- This Operation ran on Wednesday 19th October, where for the entire day resources from across the force, the partnership and security industry were undertaking numerous activity across the city. This focused on ASB reduction schools outreach, , outreach with homeless / begging, bike marking, traffic stops, work to target phone snatch offences and in the evening was focused on night time economy proactive work which ran from 1800hrs to 0000hrs and focused on licensed premises check, crime prevention in respect of thefts and vulnerability.

- Significant Results
- Dedicated Ward Officer’s tasked with continued effort under Op Luscombe to support homeless persons to reduce begging and associated ASB and to ensure the continued recording and response to homelessness in the City, offering relevant support/referrals where appropriate. Last operation was conducted on the 25th October 2022.
 - Dedicated Ward Officers tasked with addressing poor road-user behaviour (namely cyclists and e scooter riders on pavements and breaching pedestrian crossing signals), as this has been raised by residents as a concern. Drink spiking testing and education piece with drink toppers and new posters to prevent offences on Op Reframe on 30th September.

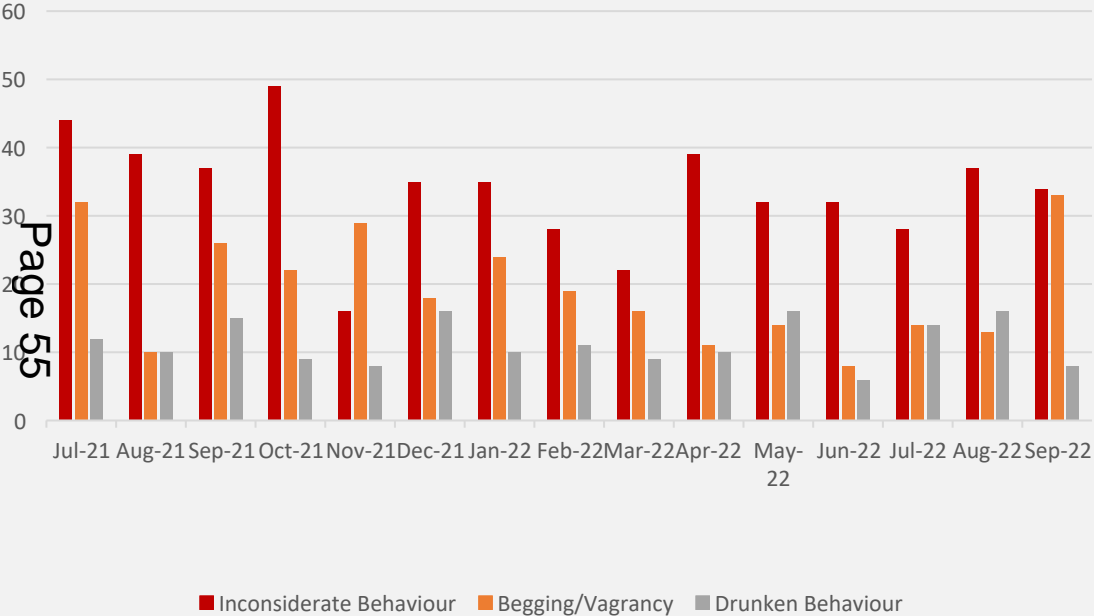
Future Plans

- Continued partnership work with City of London Corporation

Data

Analysis

Top 3 ASB Categories - Last 12 Months



- The main point from the graph is the increase in begging/vagrancy which is the highest it has been since July 21. Inconsiderate behaviour is showing similar levels to the previous quarter and operational activity in this area is detailed on the previous slide.
- In the current period Inconsiderate Behaviour (n=99) is the most reported category of. The next most common are Begging/Vagrancy (n=60) which has really increased since last quarter, particularly for September 22. This is followed by Drunken Behaviour (n=38). Levels of noise nuisance complaints have decreased significantly from their peak in 2020 with just 18 reports this quarter.
- After reviewing records classified as ‘Inconsiderate Behaviour’ some records could have been recorded in other categories in table as they have referred to specific behaviours such as drunkenness, noise nuisance, vehicle nuisance, shouting and swearing 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.
- NB: the categories are defined by the Home Office and so must be recorded in this way.

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Committee(s): Police: Resource Risk and Estates Committee Police Authority Board	Dated: 4 November 2022 24 November 2022
Subject: City of London Police Risk Register Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol xx-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 purchased by the Corporation and the Force risks have been placed within this system so that they are presented in the same format as other parts of the City of London Corporation.

This report highlights the Operational and Organisational risks the Force is monitoring using this system.

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 Force Chief Officer level. Each month the Force Chief Officer Team meeting receives an update from the Audit & Assurance Board. This board is chaired by Assistant Commissioner (AC) Betts and reviews the Force risk profile monthly. The last meeting took place on 18th October 2022. 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. This paper provides a public note of the Force risk profile so the risks of the Force can be scrutinised by Members without providing oversight of operational actions that might prejudice police operational activity. The Force has consulted with the Chair and Deputy Chair of Resource Risk and Estates Committee who have indicated that they are satisfied with the presentation of this report as it appears on the agenda.

Current Position

4. The Assistant Commissioner for Operations & Security 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 18th October where the Force risk profile was reviewed and updated. The results of this meeting are presented for oversight to members within this paper.

Force Risk Register Structure

6. The Force risk register is split into two sections along Organisational and Operational areas in support of the 6 priorities within the new Policing Plan.
 - Organisational Risk Areas
 - Our People
 - Our Resources
 - Efficiency & Effectiveness
 - Operational Risk Areas
 - Keep People who live, work and visit the City Safe and feeling safe
 - Protect the UK from the threat of Economic & Cyber Crime
 - Putting the victim at the heart of everything we do
7. 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 to 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
CoLP ORG 14	Under recruiting PUP uplift, this would mean we would not receive the full grant funding available to the officer	Efficiency & Effectiveness	AC Ops	Serious	Unlikely	4	GREEN	N/A	Serious	Unlikely	4	GREEN
CoLP ORG 15	Over recruiting PUP officers, this would mean Force would be over establishment	Efficiency & Effectiveness	AC Ops	Major	Likely	16	RED	N/A	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 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 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 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 hampers 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' hampers 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

8. Since the last update two new risks have been raised to the risk profile to cover the financial implications of over recruiting or failure to meet Police Uplift numbers. Details on these risks are as follows:
 - 1) Under recruiting Police Uplift Programme (PUP) uplift, this would mean we would not receive the full grant funding available to the officers.
 - **Cause:** Force unable to fulfil the PUP uplift recruitment due to not having sufficient officers joining the Force as part of the PUP programme.
 - **Event:** The number of officers joining the Force as part of PUP is not as many as planned due to drop out, vetting failure and an increase in attrition rate of existing officers meaning the uplift targets are not met.
 - **Effect:** The Force would not receive the full grant funding available for the recruitment of the uplift officers and this would impact the Medium Term Financial Plan.
 - **Mitigations & Assessment:** Dedicated PUP Senior Responsible Officer (SRO), Chief Officer oversight, Programme Manager and team, new attraction campaign, retention measures etc. As the Force is currently on track it is considered a green risk has been added to the risk register for oversight until the uplift has been achieved.
 - 2) Over recruiting PUP officers, this would mean Force would be over establishment.
 - **Cause:** Recruitment is greater than police officer attrition rate causing the Force to be over police officer establishment.
 - **Event:** Force attrition rate for officers is lower than predicted and we over recruit student officers and transferees. This will result in the Force being over establishment.
 - **Effect:** The Force will be over establishment and have increased staff costs for Police Officer numbers. This will impact on the MTFP assumptions and will cause issues with delivering a balanced budget. This is likely due to the lead times with recruitment and that attrition rate predictions are not 100% accurate as a lot is down to officer choices.
 - **Mitigations & Assessment:** Mitigations include close monthly pipeline monitoring and reprofiling. The reduction of courses in Q4 and the closure of recruitment for Q1 and Q2 next year if required. Assessment as a red risk at this time due to the financial impact this may have on the Force budget assumptions and the actions required to bring the payroll back within budget envelope.

9. There has been no reassessment in scoring in other risks.

Risk Of Concern

10. 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**

11. Both of these risks are now being managed as issues within the Force (Risk that have been realised). A suite of operational measures is being put into place to ensure we combat the rise in criminality and work to protect the public within the City reducing the impact crime has on residents, workers and visitors within the City.

12. The crime levels are monitored on a monthly basis within the Force performance board, this provides direction to Force taskings, and the Force is working to target criminality hotspots in line with the Force Annual Christmas Campaign to tackle the current rising trends.

Conclusion

13. 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
- Appendix 2 – Force Risk Registers (Operational and Organisational) (Non-Public)
- Appendix 3 – Force Issue Log (Non-Public)

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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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of the Local Government Act 1972.

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