



## City of London Police Authority Board

**Date:** WEDNESDAY, 15 FEBRUARY 2023  
**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  
Melissa Collett (External Member)  
Andrew Lentin (External Member)  
Sir Craig Mackey (External Member)  
Michael Mitchell (External Member)

**Enquiries:** Richard Holt  
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**Ian Thomas**  
**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 25th of January.

**For Decision**  
(Pages 7 - 14)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

**For Information**  
(Pages 15 - 16)

5. **COMMITTEE MINUTES**

**For Information**

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

To receive the draft public minutes and non-public summary of the Economic and Cyber Crime Committee meeting held on the 27th of January.

**For Information**  
(Pages 17 - 22)

b) **Draft minutes of the Resource, Risk and Estates Committee**

To receive the draft public minutes and non-public summary of the Resource, Risk and Estates Committee meeting held on the 1st of February.

*To follow.*

**For Information**

6. **CHAIR'S PUBLIC UPDATE**

Report of the Chair.

*To follow.*

**For Information**

7. **COMMISSIONER'S UPDATE**

Report of the Commissioner.

**For Information**  
(Pages 23 - 26)

8. **CITY OF LONDON POLICE REVENUE AND CAPITAL BUDGET 2023/24**

Report of the Commissioner.

**For Decision**  
(Pages 27 - 48)

9. **Q3 REVENUE & CAPITAL BUDGET MONITORING, 2022/23**

Report of the Commissioner.

**For Information**  
(Pages 49 - 68)

10. **COLP INCOME STRATEGY, INCLUDING FEES AND CHARGES 2023/24**

Report of the Commissioner.

*To be considered in conjunction with non-public appendices included at Item 29.*

**For Decision**  
(Pages 69 - 82)

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

Report of the Commissioner.

*To be read in conjunction with non-public appendices at Item 30.*

**For Information**  
(Pages 83 - 92)

12. **CITY OF LONDON POLICE- POLICING PLAN**

Report of the Commissioner.

**For Information**  
(Pages 93 - 136)

13. **UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS ACTIVITY**

Report of the Commissioner.

**For Information**  
(Pages 137 - 148)

14. **QUARTERLY EQUALITY AND INCLUSION UPDATE**  
Report of the Commissioner.

**For Information**  
(Pages 149 - 168)

15. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**  
Report of the Commissioner.

**For Information**  
(Pages 169 - 176)

16. **PROTECT DUTY (MARTYN'S LAW) UPDATE**  
Joint report of the Commissioner and Executive Director Environment.

**For Information**  
(Pages 177 - 180)

17. **CRIME AND DISORDER SCRUTINY COMMITTEE- TERMS OF REFERENCE AND CONSTITUTION**  
Report of the Town Clerk.

**For Information**  
(Pages 181 - 192)

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

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

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

**For Decision**

## **Part 2 - Non-Public Agenda**

21. **NON-PUBLIC MINUTES**  
To approve non-public minutes of previous meeting of the City of London Police Authority Board held on the 25th of January.

**For Decision**



(Pages 193 - 196)

22. **NON-PUBLIC OUTSTANDING REFERENCES**  
Joint Report of the Town Clerk and Commissioner.

**For Information**  
(Pages 197 - 198)

23. **COMMITTEE MINUTES**

**For Information**

- a) **Draft non-public minutes Economic and Cyber Crime Committee**

To receive the draft non-public minutes of the Economic and Cyber Crime Committee meeting held on the 27th of January.

**For Information**  
(Pages 199 - 200)

- b) **Draft non-public Resource, Risk and Estates Committee draft minutes**

To receive the draft non-public minutes of the Resource, Risk and Estates Committee meeting held on the 1<sup>st</sup> of February.

*To follow.*

**For Information**

24. **CHAIR'S NON-PUBLIC UPDATE**  
The Chair to be heard.

**For Information**

25. **COMMISSIONER'S UPDATES**  
The Commissioner & Chief Officers to be heard.

**For Information**

26. **CITY OF LONDON POLICE AND RAIL DELIVERY GROUP - CONTRACT AWARD REPORT**  
Report of the Commissioner.

**For Decision**  
(Pages 201 - 206)

27. **CITY OF LONDON POLICE ETHICAL PARTNERSHIPS UPDATE 2022-23**  
Report of the Commissioner.

**For Information**  
(Pages 207 - 216)

28. **FUTURE POLICE ESTATE PORTFOLIO UPDATE**  
Joint report of the Commissioner and City Surveyor.

**For Information**  
(Pages 217 - 222)

29. **NON-PUBLIC APPENDICES ITEM 10**  
*Non-public appendices to be considered in conjunction with Item 10.*

**For Information**  
(Pages 223 - 252)

30. **NON-PUBLIC APPENDICES ITEM 11**  
*Non-public appendices to be read in conjunction with Item 11.*

**For Information**  
(Pages 253 - 306)

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

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

## CITY OF LONDON POLICE AUTHORITY BOARD Wednesday, 25 January 2023

Minutes of the meeting of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 25 January 2023 at 10.00 am

### **Present**

#### **Members:**

Deputy James Thomson (Chair)  
Tijs Broeke (Deputy Chair)  
Nicholas Bensted-Smith  
Alderman Professor Emma Edhem  
Helen Fentimen  
Deborah Oliver  
Deputy Graham Packham  
Dawn Wright  
Melissa Collett (External Member)  
Sir Craig Mackey (External Member)  
Michael Mitchell (External Member)

#### **In attendance virtually:**

Munsur Ali  
Marianne Fredericks

#### **Officers:**

Richard Holt	- Town Clerk's Department
Bob Roberts	- Deputy Town Clerk
Richard Riley	- Police Authority Director
Charles Smart	- Police Authority
Oliver Bolton	- Police Authority
Rachael Smith	- Police Authority
Rachael Waldron	- Police Authority
Josef Shadwell	- Police Authority
Caroline Al-Beyerty	- The Chamberlain
Paul Chadha	- Comptroller and City Solicitor's Department
Paul Monaghan	- City Surveyor's Department
Amelia Ehren	- Head of Strategy and Governance, Bridge House Estates
Claire Giraud	- Senior Public Health Practitioner
Andrew Trathen	- City and Hackney Public Health

#### **City of London Police:**

Angela McLaren	- Commissioner, City of London Police
Paul Betts	- Assistant Commissioner, City of London Police
Umer Khan	- Commander, City of London Police

Nik Adams	- Commander, City of London Police
Robert Akin	- City of London Police
Alistair Cook	- Head Police Authority Finance and Force CFO
Hayley Williams	- City of London Police
Alix Newbold	- City of London Police

1. **APOLOGIES**

Apologies were received from Alderman Timothy Hailes.

The Chair welcomed new members of the Police Authority team to their first meeting of the Board.

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

The Chair made a declaration as a member of the Bridge House Estates Board in relation to Item 18.

3. **MINUTES**

The Board considered the public note and non-public summary of the informal meeting of the Police Authority Board held on the 12<sup>th</sup> of December 2022.

**RESOLVED** – That the public note of the informal meeting of the Police Authority Board held on the 12th of December be approved as an accurate record.

4. **OUTSTANDING REFERENCES**

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

The Board received an update from Officers on action 9/2022/P regarding the relative responsibilities of the City of London Corporation and the Force with regard to the Protect Duty noting that a joint report dealing with this matter would be finalised ready for the Board's consideration at its next meeting.

Officers updated the Board on actions 16/2022/P and 18/2022/P explaining that the updated Crime and Disorder Scrutiny Committee terms of reference and Police Authority Board's handbook were both due to be completed ready for the new civic year. In addition, regarding the 17/2022/P it was explained that more substantive update would be brought to the next meeting of the Board, noting that this was a long term action which had been paused during the construction of Cross Rail.

**RESOLVED** – That the report be noted.

5. **CHAIR'S PUBLIC UPDATE**

The Board received the Chair's public update.

The Chair highlighted the Association of Police and Crime Commissioners meeting which would be held at Guildhall on the 25<sup>th</sup> January, noting that fraud and cybercrime would be an important matter for discussion. In addition, the Chair informed the Board

of the engagement work completed regarding the Online Safety Bill and confirmed that further work to engage on relevant legislation would be completed. A Member commented on the positive feedback regarding the engagement with Nickie Aiken MP.

The Chair note that the Community and Children's Services Committee had declared the Middlesex Street Car Park as surplus to requirement for housing and thanked Members for their support with this matter.

**RESOLVED-** That the update be noted.

**6. COMMISSIONER'S UPDATE**

The Board received the Commissioner's public update.

The Commissioner noted that the recent misconduct cases had negatively impacted the public's trust in policing commenting that the City of London Police needed to remain vigilant to these issues. It was added that any allegations of misconduct or inappropriate behaviour at the City of London Police were taken seriously and expedited without undue delay. Following the Commissioner's update on the development and implementations of the actions plans from HMICFRS inspections the Deputy Chair requested that a regular update report dealing with all of these should be provided to the Professional Standards and Integrity Committee and the Police Authority Board.

The Chair noted that the Christmas Action Fraud campaign and associated reduction in online shopping fraud displayed the impact that national campaigns can have when effective.

**RESOLVED-** That the update be noted.

**7. DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - POLICE AUTHORITY**

The Board considered a report of the Town Clerk on the Police Authority Draft High-Level Business Plan 2023/24.

The Police Authority Director informed the Board that risks relating to the Future Police Estate and the Fraud and Cyber Crime Analysis Future Service needed to be added to the key risks listed in the Business Plan.

The Deputy Chair requested that community safety, engagement and tackling violence against women and girls and the role of the Board be highlighted more in the aims of the Police Authority. Referring to the role of the Police Authority in the development of policies on community safety the Board noted that the Safer City Partnership and the Crime and Disorder Scrutiny Committee would be important in providing oversight of this work.

A Member commented that the effective measurement of the Police Authority's work was vital and requested that key performance measures be established to properly assess against.

**RESOLVED-**That: -

- I. That the factors taken into consideration in compiling the Police Authority Business Plan be noted; and
- II. The departmental Business Plan 2023/24 be approved.

8. **DRAFT REFRESH OF THE POLICING PLAN 2022- 2025 (FOR 2023-24)**

The Board received a report of the Commissioner regarding the Draft Refresh of the Policing Plan 2022-2025 (for 2023-24).

A Member requested that the violence against women and girls not be abbreviated to VAWG as the Member felt this term depersonalised this matter and, therefore, was not suitable for inclusion in the Policing Plan.

Following a query from the Deputy Chair, Officers confirmed that a report on proposals for analysis metrics for the Policing Plan would be presented to the Strategic Planning and Performance Committee. Additionally, it was requested that the Force report to the Board on quarterly basis regarding performance against the Plan.

**RESOLVED-** That the report be noted.

9. **CITY OF LONDON POLICE STAFF SURVEY UPDATE**

The Board received a report of the Commissioner which provided the City of London Police Staff Survey update.

A Member highlighted the low scores in the Staff Survey on confidence in the decisions made by senior leaders and requested further information on actions planned to improve this. Officers explained that whilst these responses related to the senior managers rather than chief officers these responses were a concern and explained that development plans to be integrated at all levels of management had been established to address this.

Responding to a Member's comment Officers confirmed that year on year analysis of the Staff Survey would be completed and that options for benchmarking against other forces would be explored.

A member of the Board observed that the response rates were low compared to the Private Sector and suggested that an engagement plan was needed to improve this with the aim to reach around eighty percent.

Following a discussion relating to stress levels reported in the survey the City Wellbeing Centre was highlighted as a valuable resource for those staff members who were more comfortable seeking support outside of their work.

The Chair noted that the Staff Survey represented an improved position and direction of travel but also highlighted that further work was needed particularly on response numbers.

**RESOLVED-** That the report be noted.

10. **UPDATE ON PARTNERSHIP MENTAL HEALTH SERVICES DEMAND AND RESPONSE**

The Board received a report of the Commissioner which provided an update on the partnership Mental Health Services Demand and Response.

The Board discussed the need to fund the Mental Health Street Triage in the longer term and requested confirmation on agreed funding for these services. It was confirmed that recurrent funding for these services had been agreed.

Following a Board member's question Officers confirmed that they worked closely with the British Transport Police and used BTP and TfL data to inform the provision of mental health services.

**RESOLVED-** That the report be noted.

11. **CITY OF LONDON POLICE MUSEUM**

The Board received a report of the Commissioner on the City of London Police Museum.

The Board discussed the possible future options for the City of London Police Museum. Members suggested that options to reinstate the museum at the Guildhall Yard East and Salisbury Square development be considered as well as the potential for private sponsorship. It was noted that including the City of London Police Museum at the Museum of London was not a practical long-term solution.

The Chamberlain observed that there were significant questions to be answered regarding the long-term solution for housing the Museum including value for money with regard to visitor numbers noting that the Operational Property and Projects Sub-Committee would need to consider proposals. In addition, the Board were informed that the Salisbury Square site did not have the required space for the Museum. The Chair commented that the expenditure would be modest when compared to the visitor numbers.

**RESOLVED-** That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

14. **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.**  
15-22

**Paragraph(s) in Schedule 12A**  
3

15. **NON-PUBLIC MINUTES**

The Board considered the non-public note of the informal meeting of the Police Authority Board held on the 12<sup>th</sup> of December 2022.

**RESOLVED** – That the non-public note and non-public summary of the informal meeting of the Police Authority Board held on the 12<sup>th</sup> of December be approved as an accurate record.

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

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

17. **COMMISSIONER'S UPDATES**

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

**RESOLVED-** That the update be noted.

18. **FINDINGS AND RECOMMENDATIONS FROM THE CITY OF LONDON PUBLIC PROTECTION STUDY**

The Board considered a report of the Deputy Town Clerk on the Findings and Recommendations from the City of London Public Protection Study.

**RESOLVED-** That the report be deferred.

19. **UPDATE ON PROGRESS WITH REVENUE AND CAPITAL BUDGET SETTING, 2023/24**

The Board received a report of the Commissioner which provided a update on progress with Revenue and Capital Budget setting 2023/24.

**RESOLVED-** That the report be noted.

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

There were no questions.

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

There were no items of urgent business.

22. **CONFIDENTIAL MINUTES**

The Board considered the confidential public note of the informal meeting of the Police Authority Board held on the 12<sup>th</sup> of December 2022.

**RESOLVED** – That the confidential note of the informal meeting of the Police Authority Board held on the 12<sup>th</sup> of December be approved as an accurate record.

**The meeting ended at 12.35 pm**



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Chair

**Contact Officer: Richard Holt**  
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## 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	Complete – a report on this matter is included in the Agenda for the February PAB meeting.
16/2022/P	Item 9 Quarterly Community Engagement Update	The Chair requested that the Town Clerk update on the Crime and Disorder Scrutiny Committee	Town Clerk/ Police Authority	Complete – a report on this matter is included in the Agenda for the February PAB meeting.
17/2022/P	Item 4 Outstanding Actions	Further to the longstanding action 15/2018/P it was requested that the Police Authority Director clarify the responsible body for consideration of further CCTV coverage at the Barbican Estate.	Police Authority	Complete – the previous proposal to extend CCTV coverage in the Barbican estate was considered by six separate committees/groups in 2015 before the decision not to proceed with the proposal. Given the time which has elapsed since then, the advice of the Corporation's Programme Office is that any proposal to extend CCTV at the Barbican should be treated as a new project. It would need to be considered by the Corporate Projects Board and the Operational Property and Projects sub committee. There would be other groups with an interest.
18/2022/P	Item 8 Annual Review of Terms of Reference	It was confirmed that the Board's handbook which would be updated ready for the beginning of the new civic year in April.	Town Clerk/Police Authority	In progress – a draft of the handbook is being finalised. On track for the action being completed in time for the new civic year.

1/2023/P	Item 4 Public Outstanding References	The Deputy Chair requested that a regular update report dealing with all of the HMIFRS inspections should be provided to the Professional Standards and Integrity Committee and the Police Authority Board.	Commissioner of Police	In progress – a composite report is being developed which will be submitted to the Professional Standards and Integrity Committee in May 2022, and updated thereafter.
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**ECONOMIC AND CYBER CRIME COMMITTEE OF THE CITY OF LONDON POLICE  
AUTHORITY BOARD  
Friday, 27 January 2023**

Minutes of the meeting of the Economic and Cyber Crime Committee of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Friday, 27 January 2023 at 11.00 am

**Present**

**Members:**

Deputy James Thomson (Chair)  
Dawn Wright  
Deputy Graham Packham  
Jason Groves  
Alderman Bronek Masojada

**In attendance virtually:**

Tijs Broeke (Deputy Chair)  
Michael Landau  
Alderman Professor Emma Edhem

**Officers:**

Richard Holt	- Town Clerk's Department
Richard Riley	- Police Authority Director
Oliver Bolton	- Police Authority
Josef Shadwell	- Police Authority
Peter O'Doherty	- Assistant Commissioner, City of London Police
Nik Adams	- Commander, City of London Police
Oliver Shaw	- City of London Police
Hayley Williams	- City of London Police
Lucy Cumming	- City of London Police
Elly Savill	- Department of Innovation and Growth

**1. APOLOGIES**

Apologies were received from James Tumbridge and Deputy Christopher Hayward. It was noted that the Deputy Chair Tijs Broeke, Alderman Professor Emma Edhem and Michael Landau would be attending virtually.

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

There were no declarations made.

**3. MINUTES**

The Committee considered the draft public minutes and non-public summary of the previous meeting of the Economic and Cyber Crime Committee held on the 25<sup>th</sup> of November 2022.

**RESOLVED-** That the public minutes and non-public summary of the previous meeting of the Economic and Cyber Crime Committee held on the 25th of November 2022 be approved as an accurate record.

4. **OUTSTANDING REFERENCES**

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

It was suggested that a site visit for Members be arranged to provide a fuller understanding of the work of officers in tackling fraud and cyber crime.

**RESOLVED-** That the report be noted.

5. **INNOVATION & GROWTH – UPDATE OF CYBER & ECONOMIC CRIME RELATED ACTIVITIES**

The Committee received a report of the Executive Director of Innovation and Growth which provided an update on the Innovation and Growth Cyber and Economic Crime related activities.

Responding to a Member's query it was confirmed that a full evaluation report would assess the performance of the previously completed Cyber Innovation Challenge session to ascertain how future sessions can more impactful. The Chair observed that it was vital to establish, with partners, what the key outcomes were for the Cyber Innovation Challenge 2.0.

Answering a Member's question Officers confirmed that partner organisations would be vital in raising awareness and promotion of Cyber Innovation Challenge. In addition, it was confirmed that colleagues in the Police Authority Team would be engaged to assist with the development of this work.

**RESOLVED-** That the report be noted.

6. **Q3 NATIONAL LEAD FORCE PERFORMANCE**

The Committee received a report of the Commissioner on the Q3 National Lead Force Performance.

Officers provided a presentation on the assessment of City of London Police against the agreed National Lead Force aims and objectives as set out in the National Lead Force Plan 2020-2023.

The Chair commented that he was happy with the direction of travel on these performance measures but expressed concern that there were further performance outcomes which needed to be better captured and highlighted public perception as a key performance metric which needed to be better assessed. Officers informed the Committee of the progress made on improving public perception of Action Fraud but noted that more work was needed including moving to a more effective proactive communications approach. In response the Chair observed that it was important that the more was done to demonstrate the outcomes of the work on public perception in the performance reports.

In response to a Member's query Officers confirmed that the increase in call handlers was expected to improve response times. It was added that future reports would work to present information in more focused manner to assist the Committee to scrutinise the performance of the Force in regard to its role as the National Lead Force. The Chair requested that these reports include a trend analysis on the key performance outcomes.

**RESOLVED-** That the report be noted.

7. **QUARTERLY CYBER GRIFFIN UPDATE**

The Committee received a report of the Commissioner on the Quarterly Cyber Griffin Update.

The Committee discussed the future of Cyber Griffin noting that as it moves to a more nationally focussed campaign support from Government would be vital for its success.

**RESOLVED-** That the report be noted.

8. **NATIONAL LEAD FORCE AND CYBER UPDATE**

The Committee received a report of the Commissioner which provided the National Lead Force and Cyber Update.

In response to a Member's enquiry Officers confirmed that an organogram on the structure of the Force's officers working on economic and cyber crime would be provided to Member's at the upcoming briefing session.

**RESOLVED-** That the report be noted.

9. **COMMUNICATIONS & STRATEGIC ENGAGEMENT: QUARTERLY UPDATE**

The Committee received a joint report of the Town Clerk and Commissioner on the Communications & Strategic Engagement Quarterly Update.

A Member commented that it would be important to assess any impact on the general media coverage caused by the new fraud and cyber crime reporting and analysis service.

In response to a Member's comment Officers confirmed that appropriate journalists were engaged as a key element of the communications plan. In addition it was also confirmed that the Force engaged directly with relevant businesses including attendance at conferences on relevant subjects relating to economic and cyber crime.

**RESOLVED-** That the report be noted.

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

There were no questions in the public session.

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

There were no questions received in the public session.

12. **EXCLUSION OF THE PUBLIC**

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

13. **NON-PUBLIC MINUTES**

The Committee considered the draft non-public minutes of the previous meeting of the Economic and Cyber Crime Committee held on the 25<sup>th</sup> of November 2022.

The Committee agreed that Dawn Wright took the Chair for the remainder of the meeting.

**RESOLVED-** That the non-public minutes of the previous meeting of the Economic and Cyber Crime Committee held on the 25<sup>th</sup> of November 2022 be approved as an accurate record.

14. **NON-PUBLIC OUTSTANDING REFERENCES**

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

**RESOLVED-** That the report be noted.

15. **COMMUNICATIONS & STRATEGIC ENGAGEMENT: QUARTERLY UPDATE**

The Committee received a joint report of the Commissioner and Town Clerk which provided the Communications and Strategic Engagement Quarterly Update.

**RESOLVED-** That the report be noted.

16. **CYBER GRIFFIN- NATIONAL ROLL OUT OPTIONS**

The Committee received a report of the Commissioner on the Cyber Griffin National Roll out options.

**RESOLVED-** that the report be noted

17. **NATIONAL LEAD FORCE GROWTH POSTS FY 2023/24**

The Committee received a report of the Commissioner on the National Lead Force Growth Posts FY 2023/2024.

**RESOLVED-** That the report be noted.

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

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

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

There was no urgent business considered in the non-public session.



**The meeting ended at 12.25 pm**

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Chair

**Contact Officer: Richard Holt**  
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<b>Committee(s):</b> Police Authority Board	<b>Dated:</b> 15 February 2023
<b>Subject:</b> Chair's Update	<b>Public</b>
<b>Report of:</b> James Thomson	<b>For Information</b>

## Legislation and Policy

A number of Bills of interest to the City of London Police and Authority are continuing their Parliamentary passage. The Economic Crime and Corporate Responsibility Bill had its Second Reading in the House of Lords on 8 February. The Government has undertaken to introduce an amendment to the Bill to establish a new '**failure to prevent' offence in relation to economic crime**'. I have broadly welcomed this (it is a measure that we, and others, have supported) but we await the detail of the provision.

We continue to await a date for publication of the Government's new **Fraud Strategy**. During the recent Lords Committee Stage of the Financial Services and Markets Bill, Treasury Minister Baroness Penn told Peers the strategy would be published "soon". We also await publication by the Home Office of the new **Strategic Policing Requirement**, particularly in terms of the emphasis the Home Secretary will place on all police forces tackling fraud.

On 7 February, the Security Minister launched a **formal consultation on proposed changes to the Computer Misuse Act 1990**, including the provision of new law enforcement powers, to enhance the cyber security of the UK. We will want to respond to the consultation.

The Police Authority Team is working closely with the Serious Fraud Office to coordinate a position across law enforcement and criminal justice system partners about changes to the current **disclosure** regime, from an economic crime perspective. The aim is to engage a number of interested parties such as HMRC, FCA, CPS and the Public Sector Fraud Authority and to develop a clear ask of government. We will aim to identify common issues with the current disclosure regime, and agree an approach on how these may be addressed, both in the short and longer term.

The Police Authority responded to a Home Office **questionnaire on anti-social behaviour (ASB) and reform of the Vagrancy Act** with input from City of London Police and the Corporation's licensing, community safety, and rough sleeping teams. Our response set out measures that have worked in the City (such as Operation Luscombe), pointed to the local tension between the night-time economy and ASB, and argued that reform of the Vagrancy Act should not seek to criminalise homelessness and should instead focus on diversion and rehabilitation.

## Funding

Home Office Ministers have confirmed a commitment to continuing with the **Policing Funding Formula Review** and officials are preparing for a first public consultation in

“early 2023”. The consultation will set out the “broad principles” of the Review and will consult on the purpose, structure and components of the new formula. In advance of it the review team has arranged to meet with City of London Police and the Police Authority Team to undertake a deep dive on the City’s funding, demands and pressures. This is likely to significantly inform the review team’s proposal on whether the City should be inside or outside the formula.

### **Special Constabulary**

I Will be attending a re-launch of the Special Constabulary on 16 February together with the Commissioner.

### **Events**

The City of London Corporation and City of London Police are supporting an important upcoming collaboration event between the City of London Crime Prevention Association and wider partners on Monday 27<sup>th</sup> February to discuss and support initiatives to prevent violence against women and girls, domestic abuse and encourage greater partnership working with the private sector.

### **2023/24 Committee Membership**

If I am re-elected as Chair in April, I will be looking at the Committee Membership and I am asking that Police Authority Board Members indicate their interest in which Committees they would like to serve.

All Board Members are expected to serve on at least one Committee of the Board but it is asked that Board Members consider serving on at least two. Board Members are also asked to indicate whether they would be prepared to act as Chair or Deputy Chair of any Committee.

# Agenda Item 7

<b>Committee(s):</b> Police Authority Board	<b>Dated:</b> 15 February 2023
<b>Subject:</b> Commissioner's Update	<b>Public</b>
<b>Which outcomes in the <i>City Corporation's Corporate Plan</i> does this proposal aim to impact directly?</b>	1- People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 35-23	<b>For Information</b>
<b>Report author:</b> 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.

## **Police Authority Board – Commissioner’s Update – 15 February 2023**

### **Operations and Security**

#### **Acquisitive & Violent crime**

Op Verditer continues to produce positive results targeting phone snatch thieves and handlers. A warrant was executed on 26<sup>th</sup> January 2023 successfully recovering over 400 mobile phones and £10,000 in cash resulting in the arrest of three suspects.

Officers from our Proactive Crime Team and Response Group detained a suspect for robbery following an attack on a resident of the Barbican by several youths. Stolen property was recovered from the detained suspect who has been released under investigation until 24<sup>th</sup> April 2023.

#### **Night Time Economy (NTE)**

NTE offending remains at a low level as is typical in January, we have recorded 1 high harm incident, a suspected drink spiking at Simmons Bar. A suspect was arrested on scene and is currently under investigation.

The latest Op Reframe took place on 26<sup>th</sup> January 2023, encouraging management at licensed premises to enrol their staff on drink spiking awareness training and ‘Ask for Angela’.

Key work continues to develop a radio network for the NTE which will link our licensed premises to our officers and Force Control Room.

#### **Professionalism & Trust**

Work continues with the Race Action Plan, and the CoLP, Professionalism and Trust Department are well engaged in this at a national level.

Our Professional Standards Department are preparing data after announcements at a national level of further internal checks after recent horrific cases of police perpetrated sexual offences. Further updates will be given through the Professional Standards and Integrity Committee.

In response to the death of Tyre Nichols in the USA, AC Betts and the CoLP Black Police Association have sent out a joint internal communications message about the impact of this.

#### **Police Uplift Programme**

Our headcount is currently 1015 officers with 22 leavers in December and January combined. We have 10 Detectives joining us on 20<sup>th</sup> March and a further 14 starting on 27<sup>th</sup> March. This will raise our headcount to 20 over our target in line with the agreement made with the Home Office. We are working on our recruitment plan for the coming financial year.

**Fraud Operations and Lead Force Operations Room (LFOR).**

Support is now active for Operation henhouse 2, a large operation which will co-ordinate mass arrests across the UK for fraud. This is a major piece of work alongside the regions and result data will be available next month.

**Op Ajwain**

Four suspects plead guilty this month in relation to a £350k wages/overtime fraud at a large City firm. Trial continues for those accused of laundering the money.

**Op Denab**

Sentencing – The defendant is former professional footballer. There is significant press interest. He was convicted of a £15million investment fraud. He claimed to be operating an investment scheme for friends and family, which was a Ponzi scheme. The defendant received a 7 ½ year custodial sentence.

**PIPCU**

The intellectual property office has agreed renewed funding for the unit to continue its work. There will be closer working with the government department to raise the profile of the crime type and create a stronger whole system response.

**Economic Crime and Cyber Academy**

As part of the Academy ongoing support to Protect the UK from the Threat of harm from Economic and Cyber Crime, the ECCA held a meeting with the National Coordinators Office to design a bespoke ‘protect course’ for all protect regional officers. The aim of the course is to provide current and emerging threats, harm & risks that can be cascade onwards to front line colleagues. The next stage is to hold a workshop with regional partners, the ECVCU and Action Fraud to have one consistent message and to understand the gaps. This work will increase capacity nationwide to deal with fraud cases appropriately and increase capacity.

The Home Office Cyber Policy Unit set up a series of meetings for City Police Cyber leads to promote interest in the Police Cyber Alarm and Cyber Resilience Centres with FCDO Cyber attaches in Africa and the Far East over the next month. The hope is foreign countries may seek to adopt these initiatives as a revenue stream to grow domestically and increase cyber security.

**Action Fraud/NFIB**

A cyber-attack in the form of a Distributed Denial Of Service (DDOS) attack hit NFIB systems in January. The case was initially passed to the NCA but now awaits allocation for a full investigation. City of London police Information Management teams (IMS) carried out successful mitigation. The system didn’t crash and was merely slowed by the attack from a foreign actor which occurred outside of core hours. No suspect has been identified at present.

**Angela McLaren**  
Commissioner  
City of London Police

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<b>Committee(s):</b> Police Authority Board	<b>Dated:</b> 15 February 2023
<b>Subject:</b> City of London Police Revenue and Capital Budget 2023/24	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 16a-23	<b>For Decision</b>
<b>Report author:</b> Mark Paddon, Deputy Chief Finance Officer Steven Reynolds, Deputy Chief Finance Officer Alistair Cook, Chief Finance Officer	

## Summary

This report presents the revenue and capital budget for 2023/24 updating the financial position following the final Government Settlement being confirmed. A provisional report was presented to the Resources, Risks and Estates Committee on 1<sup>st</sup> February. This report is the culmination of the 2023/24 budget and business planning process and provides details of the police settlement, Business Rates Premium (BRP), mitigations to achieve a balanced budget, income and funding, capital requirements and use of reserves.

Overall, the budget provides for an establishment of 978 full time equivalent (FTE) Police Officers, 517 (FTE) Police Staff (£129.9m) and non-pay (£59.9m) budgets totalling £189.8m. These resources are provided to deliver Policing Plan priorities for both territorial policing and national lead functions, in areas such as fraud and cybercrime, with strong support for victim care.

Table 1 provides a summary of the 2022/23 and the proposed revenue budget for 2023/24.

<b>Table 1</b> Summary Revenue Budget 2022/23 and 2023/24	<b>22/23</b> Latest Budget £M	<b>23/24</b> Projected Budget £M	<b>23/24 vs</b> 22/23 Budget £M
<b>Expenditure</b>	<b>170.6</b>	<b>189.8</b>	<b>19.2</b>
<b>Income</b>	<b>(77.7)</b>	<b>(88.8)</b>	<b>(11.1)</b>
<b>Core Funding (Chief Officer cash limited budget)</b>	<b>(92.9)</b>	<b>(101.0)</b>	<b>(8.1)</b>
<b>Income &amp; Core Funding (net of capital charges)</b>	<b>(170.6)</b>	<b>(189.8)</b>	<b>(19.2)</b>
<b>(Surplus)/Deficit</b>	<b>-</b>	<b>-</b>	<b>-</b>

The 2023/24 budget shows an increase of £19.2m compared to 2022/23 which is mainly due to additional core Government Grant income of £2.2m, additional local Business Rates Premium (BRP) funding of £6.6m, and £9.9m of specific Government funding largely for combatting economic and cybercrime.

Whilst the 2023/24 budget is shown as balanced, the latest Medium Term Financial (MTFP), as presented to members of the Police Authority Board (PAB) in January 2023, identified £8.6m of additional inflationary and other pressures impacting the 2023/24 budget. These pressures are summarised in Table 2 below.

**Table 2 – 2023/24 Budget Pressures**

2023/24 Budget Pressures (Revenue)	2023/24 £'m
Higher pay and non-pay inflation from 2022/23	4.1
Loss of officer natural vacancy factor	1.9
Officer adjustment factor	0.5
Loss of Counter Terrorism grant	1.5
Provision for higher inflation in 2023/24	0.6
<b>Total Pressures</b>	<b>8.6</b>

Substantial mitigations have been identified to balance the budget, however £1m remains unidentified and work continues to close this gap. CoLP's assessment is that, having increased mitigations to address £4.1m higher than budgeted inflationary pressures flowing from 2022/23, it is unable to mitigate inflation continuing at higher than budgeted levels in 2023/24 (£0.6m of the residual £1m gap) without additional funding or use of reserves. Table 3 below summaries the mitigations which have been included in the proposed 2023/24 budget.

**Table 3 – 2023/24 Budget Mitigations**

2023/24 Budget Mitigations	2023/24 £m
Reduction in Action Fraud exceptional costs	2.0
Higher Police Funding Settlement for 2023/24	1.5
Increased use of the POCA Reserve	1.3
Reduction in officer establishment to align with operational policing model	1.0
Higher proportion of more junior PCs	0.6
Increased recharging of costs to funded activities	0.5
Non-pay savings: agency costs, professional fees and other	0.4
Improvements in Officer rank / supervisory ratios	0.3
Saving to be identified	1.0
<b>Total</b>	<b>8.6</b>

## Capital Summary

A summary of forecast capital spend and funding for 2022/23 and 2023/24 is shown below. Whilst this represents ongoing projects at CoLP, this is unlikely to be the full picture because the outcome of the CoLP Prioritisation exercise is awaited. This will determine other projects to be taken forward, subject to full business case development, and an overall assessment of their impact on affordability of the capital programme. In the meantime, the capital forecast below provides in 2023/24 for £1m of funding for other projects and 'seed funding' towards the development of outline business cases. Once the position post Prioritisation becomes clearer an update will be provided.

**Table 4**

<b>CoLP Capital Programme</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
Cyclical Replacement	1,000	886	500	2,386
FCCRAS	3,970	5,448	21,552	30,970
Other projects	2,941	895	1,675	5,511
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>7,911</b>	<b>7,229</b>	<b>23,727</b>	<b>38,867</b>
<b>Funding</b>				
City Fund loan facility (FCCRAS)		2,448	7,552	10,000
City Fund loan facility (other projects)	2,941	1,010	1,740	6,327
Home Office (FCCRAS)	3,970	3,000	14,000	20,970
City ULEZ loan	1,000			1,000
POCA		55	435	490
Direct revenue financing		80		80
<b>TOTAL FUNDING</b>	<b>7,911</b>	<b>7,229</b>	<b>23,727</b>	<b>38,867</b>

## Police Authority Board

The proposed 2023/24 Police Authority Board (PAB) budget is also shown in Table 5 below. A £1m budget was established in 2022/23 which is funded from the local business rates premium.

## Recommendations

Members are asked to:

Note the report and:

- the 2023/24 City of London Police (CoLP) Revenue Budget;
- the indicative 2023/24 CoLP Capital Programme;
- the 2023/24 Police Authority Team Budget;

Approve:

- the 2023/24 CoLP Revenue Budget;
- the indicative 2023/24 CoLP Capital Programme;

## **Main Report**

### **Relevance to the Policing Plan**

1. The primary purpose of the development of the budget and Medium-Term Financial Plan (MTFP) is to direct resources to deliver the objectives set out in the Force's Policing Plan:
  - To keep those who live, work and visit the City safe and feeling safe
  - To protect the UK from the threat of economic and cybercrime
  - To put the victim at the heart of everything that we do
2. The development of the 2023/24 budget is focused on the Policing Plan and ensuring through the business planning process that finite resources are focused on the above key objectives.
3. The Force's commercial strategy, introduced in 2019, was designed to assist in the delivery of a sustainable budget going forward through seeking full cost recovery from funded units and commercial / non-core activity wherever possible. In the 2023/24 budget additional income of £0.7m has been included as part of the contribution towards closing the budget gap. A refreshed Income Strategy is presented as a separate item in today's agenda.

### **National Context, Police Funding Settlement and Core Funding**

4. The Force continues to operate in an environment of considerable uncertainty and financial challenge. Large deficits in the 2021/22 Police MTPF were fully balanced as at April 2022 by a combination of increased local funding through the Business Rates Premium and additional City of London Police (CoLP) mitigations. Since then, CoLP has experienced or forecast a range of new pressures including:
  - Pay and non-pay inflation in 2022/23 being significantly above assumptions – creating £4.1m of pressure for 2023/24 and future years.
  - The loss of the Counter Terrorism grant from 2023/24 - £1.5m
  - The impact of the police funding settlement in ringfencing £2m of core funding with payment dependent on maintaining officer uplift levels, resulting in:
    - the removal of the natural vacancy factor for officer that was built into 2022/23 and prior year budgets - £1.9m
    - the need to include a provision for adjusting down offer numbers to a lower establishment and to ensure that we continue to maintain uplift levels, at least at the points where the Home Office measure performance - £0.5m estimated provision.

### Police Funding Settlement

5. On 31st January 2023 the Home Office confirmed the provisional police funding settlement. As well as affording small Spending Review-approved increases for 23/24, it embedded a subsequent grant contribution to the 2022 officer pay award (£1m full year effect for CoLP). In consideration of the inflationary pressures being experienced, it also provided additional precept flexibility of up to £15 (rather than £10) and, in lieu of the City's inability to precept, increased the precept grant allocated to CoLP by £1.1m (£0.4m more than was provided in the MTFP).
6. As noted above a key concern of Forces is that the settlement has increase the level of ringfencing that is subject to performance in maintaining officer uplift targets (from £1m to £2m for CoLP). Whilst the performance framework for 2023/24 has not been communicated, in the current year it is zero payment for achieving <75% of target, with a sliding scale above that to 100%. If this performance framework is maintained it is likely to sustain and increase the level of risk to Police finances.

### Local Funding – Business Rates Premium

7. In recognition of major MTFP budgetary pressures arising from inflation, exceptional Action Fraud costs, the loss of some key grants and acknowledgement that historically local funding for the City of London Police was significantly below national average, a 0.4p increase in the BRP was approved by Court in March 2022 for policing and other security measures, coupled with a CoLP commitment to deliver £6.1m additional mitigations. The expectation is that, from this increase, an additional £6.6m BRP funding will be allocated to CoLP for 2023/24, taking the total BRP allocation to the Force in 2023/24 to £27.5m. This excludes:
  - £1m of BRP funding for the Police Authority Board and
  - £1m of BRP funding for the Security City Programme (SCP).
8. With regard to the Secure City Programme (SCP) the estimated annual operating costs are expected to be £2.1m which will be funded through a combination of £0.4m existing police resources (through decommissioning the current Information management system (IMS) and disaster recovery system (DRS), £1m of BRP funding, up to £0.5m of funding from the City's on-street parking reservice with a balancing contribution from Bridge House Estates. It is planned that the SCP programme will move to an operational phase during 2023/24 and will be managed by the Force. Whilst funding is being confirmed the SCP has not yet been incorporated into the 2023/24 budget, however, it is expected that any additional cost of the programme will have a net nil effect on the Force's budget.
9. The grants awarded as part of the police funding settlement and from the City of London Corporation constitute "core" funding and is held by the Police Authority until the end of the financial year. Historically this has been referred to as the "Chief Officer's Cash Limited Budget" for local authority accounting purposes and provide an in-year Net Budget £101m, an increase of £8.1m from

2022/23, after adjusting for capital financing (£1.4m) and Action Fraud loan repayment (£2.5m) totalling £3.9m. These costs have to be shown as negative financing for Local Authority budgeting.

10. Funding for the Force also include £88.8m of specific government grants, partnership income, fees and charges and the use of reserves (2022/23: £77.7m). This is an increase of £11.1m compared to 2022/23 and is mainly due to the following specific Home Office grant funding:

- Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) revenue - £4.9m
- Fraud Reform - £2.8m
- Economic Crime reporting funding - £2.2m; and
- The use of the Proceeds of Crime Act (POCA) reserve £1.8m.

11. Subject to the final settlement Table 6 sets out the overall revenue funding envelope which will be available to resource policing services in support of the Policing Plan.

**Table 6 – Funding and Income**

<b>2023/24 Funding</b>	<b>2022/23 £m</b>	<b>2023/24 £m</b>	<b>Change £m (Better)/Worse</b>
Core grant	(62.5)	(62.5)	0.0
Council Tax Freeze Grant	(0.3)	(0.3)	0.0
NICC Grant	(4.8)	(4.8)	0.0
Precept Grant	(5.3)	(6.5)	(1.2)
Pensions Grant	(0.8)	(0.8)	0.0
Ringfenced Uplift Funding	(1.0)	(2.0)	(1.0)
Less £0.2m Council Tax Freeze Grant to City Fund	0.2	0.2	0.0
<b>Sub-Total police grant funding</b>	<b>(74.5)</b>	<b>(76.7)</b>	<b>(2.2)</b>
Business Rates Premium	(20.9)	(27.5)	(6.6)
Corporation - Contact Centre	(0.7)	(0.7)	0.0
<b>Sub-Total Business Rates Premium/CoL funding</b>	<b>(21.6)</b>	<b>(28.2)</b>	<b>(6.6)</b>
<b>Total Core Funding</b>	<b>(96.1)</b>	<b>(104.9)</b>	<b>(8.8)</b>
Specific Grants	(60.0)	(69.8)	(9.8)
Partnership Funding	(13.7)	(13.7)	0.0
Fees and Charges	(3.5)	(3.5)	0.0
Use of Reserves	(0.5)	(1.8)	(1.3)
<b>Sub-Total Income and use of Reserves</b>	<b>(77.7)</b>	<b>(88.8)</b>	<b>(11.1)</b>
<b>Gross Funding &amp; Income</b>	<b>(173.8)</b>	<b>(193.7)</b>	<b>(19.9)</b>
Less Capital Financing Charges	3.2	3.9	0.7
<b>Net Funding &amp; Income</b>	<b>(170.6)</b>	<b>(189.8)</b>	<b>(19.2)</b>

## Revenue Budget for 2022/23, Projected Outturn and 2023/24 Budget

12. The proposed 2023/24 budget has been prepared within the resources set out above. Table 7 below summarises the 2022/23 net revenue budget, projected year end outturn and variances and the 2023/24 budget. Underspends / positive variances are shown in brackets.

**Table 7 – Revenue Budgets 2022/23 & 2023/4**

CoLP Revenue Budgets 2022/23 and 2023/24	22/23 Latest Budget	22/23 Actuals Q3	22/23 Projected Outturn Q3	22/23 Variance vs Budget	23/24 Projected Budget	23/24 vs 22/23 Budget
	£'000	£'000	£'000	£'000	£'000	£'000
Police Officer Pay	68,022	48,139	66,016	(2,006)	73,193	5,171
Police Staff Pay	27,294	20,210	26,652	(642)	28,733	1,439
Police Officer Overtime	2,205	2,503	3,583	1,378	1,985	(220)
Police Staff Overtime	107	206	236	129	81	(26)
Temp/Agency	754	572	943	189	807	53
Other Employee Related Exp.	2,113	1,602	1,962	(151)	2,115	2
Pension Deficit	23,000	-	23,000	-	23,000	-
<b>Total Pay</b>	<b>123,495</b>	<b>73,231</b>	<b>122,393</b>	<b>(1,102)</b>	<b>129,914</b>	<b>6,419</b>
Premises	2,609	3,154	4,419	1,810	4,180	1,571
Transport	2,386	628	2,526	140	2,778	392
Supplies and Services	29,394	30,734	32,139	2,745	40,575	11,181
Third Party Payments	8,954	6,588	11,743	2,789	9,595	641
Unidentified Mitigations	-	-	-	-	(994)	(994)
<b>Total Non-Pay</b>	<b>47,108</b>	<b>41,271</b>	<b>54,762</b>	<b>7,654</b>	<b>59,911</b>	<b>12,803</b>
<b>Total Expenditure</b>	<b>170,603</b>	<b>114,503</b>	<b>177,154</b>	<b>6,551</b>	<b>189,825</b>	<b>19,222</b>
Government Grants	(59,966)	(35,875)	(65,837)	(5,871)	(69,858)	(9,892)
Other Grants & Reimbursements	(13,760)	(7,511)	(13,999)	(239)	(13,687)	73
Customer, Client Receipts	(3,521)	(2,194)	(3,554)	(33)	(3,508)	13
Transfer from Reserves	(500)	-	(1,300)	(800)	(1,766)	(1,266)
<b>Income</b>	<b>(77,747)</b>	<b>(45,580)</b>	<b>(84,690)</b>	<b>(6,943)</b>	<b>(88,820)</b>	<b>(11,073)</b>
<b>Core Funding</b>	<b>(92,856)</b>	<b>(52,837)</b>	<b>(92,856)</b>		<b>(101,005)</b>	<b>(8,149)</b>
<b>Total Income &amp; Core Funding</b>	<b>(170,603)</b>	<b>(98,417)</b>	<b>(177,546)</b>	<b>(6,943)</b>	<b>(189,825)</b>	<b>(19,222)</b>
<b>Net (Under)/Overspend</b>	<b>-</b>	<b>16,086</b>	<b>(392)</b>	<b>(392)</b>	<b>-</b>	<b>-</b>

## **Revenue Budget for 2022/23 and Projected Outturn**

13. The 2022/23 Quarter 3 budget monitoring report presented, as a separate paper on today's agenda, presents an outturn forecast underspend of £0.4m.

The main factors contributing to this are:

- underspends against pay budgets due to vacancies, £2.6m;
- lower than budgeted supplies and services spend £1.5m; and
- additional Home Office funding of £0.5m in relation to the in-year officer pay award and £0.4m of Uplift incentive funding to recruit officers above the Home Office head count target.

These forecast savings/additional income are offset by:

- higher premises costs of £1.8m, increased vehicle maintenance/fuel costs of £0.2m, insurance & recharges of £0.4m; Included in premises costs are forecast rental charges of £0.3m we are reviewing whether these costs should be part of the Police budget.
- unbudgeted Action Fraud (AF) contract extension costs of £1.25m as reported in Q2 and corrected through the forecast; and
- a shortfall in income of £0.3m due to:
  - a. £0.2m of Proceeds of Crime Act (POCA) receipts being treated as general income in the budget;
  - b. £0.1m shortfall on income from the sale of memorabilia.

## **Proposed Revenue Budget for 2023/24**

14. The proposed 2023/24 budget has been prepared within the resources set out in Table 6 above. Overall there is an increase of £19.2m between the 2022/23 latest approved budget and the 2023/24 original budget. Further details of support services and capital charges are shown in Appendix 1. The significant movements, budgetary assumptions, risks and opportunities are explained below:

## **Pay and Workforce Planning**

15. The pay budget for 2023/24 is £129.9m, this is an increase of £6.4m from 2022/23. The main factors for the increase include:
- the impact of pay inflation being significantly higher than anticipated in 2022/23 being baked into subsequent year's pay- £1.8m;
  - pay inflation assumptions of 3% for officers from September 2023 and 2% for police staff from July 2023 - £2.6m; (paragraph 20)
  - a £0.6m provision for pay increases; (paragraph 20)
  - the removal of a natural officer vacancy factor of £1.9m as a result of the Home Office ringfencing £2m of core funding on maintaining the year 3 officer uplift numbers at 986. Historically the officer and staff budgets shown in Table 7 above, have been budgeted with a vacancy factor costed at £2.5m (approximately 40 posts across the board: 25 Officers, 15 Staff) based on historical attrition levels – (paragraph 21)



- a provision for adjusting down to a lower officer establishment level and to ensure we continue to maintain uplift levels, at least at the points where Home Office measures performance - £0.5m estimated provision (to be reviewed when the performance framework for 23/24 is communicated) (paragraph 22; and
- a planned reduction in officer establishment of 20 posts from 998 to 978 saving- £1m (paragraph 19).

16. The 2023/24 pay budget is based upon the following full time equivalent (FTE) numbers:

**Table 8 – Workforce Establishment**

	Officer	Staff	Total
2022/23 Baseline	959.0	514.3	1,473.3
SOC Uplift	30.0	0	30.0
NPCC Cybercrime	9.0	2.8	11.8
<b>2023/24 Changes</b>	<b>(20.0)</b>	<b>0</b>	<b>(20.0)</b>
<b>Establishment at 31st March 2023</b>	<b>978.0</b>	<b>517.1</b>	<b>1,495.1</b>

17. The NPCC Cyber Portfolio (11.8FTE) and 30 FTE Police Uplift SOC posts are shown in the overall establishment in Table 8. The Cyber Portfolio team and the Police Uplift SOC posts are funded from specific grants and claimed in arrears from Home Office. Of the 30 SOC posts, 2 will be employed directly by CoLP and the remaining 28 are based in the Regional Organised Crime Units (ROCU). The majority of the Cyber Portfolio will be recruited via seconded officers and agency staff.

18. Resourcing levels for 2023/24 have been reduced by 20 officer posts in line with MFTP assumptions and the operational policing model. This planned reduction in officer numbers is in response to prior year reductions in funding from the Bank of England (£1.1m) and TfL (£1.2m) contracts, coupled with the loss of the counter terrorism grant (£1.5m) from 2023/24. This has been achieved without compromising the Home Office uplift target or the Operational Policing Model saving.

19. It is understood that the Home Officer are willing to consider head count target reductions where Force's suffer funding losses from external sources. In light of the loss of both Bank of England and TfL funding, a request has been made to the Home Office reduce officer target by 20. Subject the impact on the operating model for policing, this would save £1m on prudent assumptions.

20. Pay inflation assumptions remain one of the largest areas of risk. Whilst a 3% Officer and 2% Staff pay award assumptions are in line with National Police Crime and Commissioner (NPCC) Finance discussions and City of London Corporation's current guidance, every 1% increase in pay increases the Force's

cost pressures by £1m (£0.7m officers, £0.3m staff). An unfunded provision of £0.6m has been included in the budget to provide for further staff pay inflation as discussion with the Corporation continue.

21. Whilst the Police settlement provided a £2.2m increase in funding, as noted above, £2m of the overall funding is now ringfenced and dependent on performance in maintaining the year 3 officer uplift target. This doubles the amount of ringfence from current year and adds significant risk to realisation of the additional funding. The continuation of ringfencing and severity of penalty for non-achievement means that there is a risk to affordability as historic assumptions about officer vacancy levels are reset. Although it is considered that this specific budgetary pressure can be managed in 2023/24 this only due to the in-year increase in BRP funding, noting that £2.1m of the £6.6m increase in 2023/24 is a one off, in-year amount.
22. The removal of the officer vacancy factor combined with the requirement to maintain the uplift headcount target of 986 will require careful workforce management to minimise the financial risk of over shooting against target. An officer adjustment provision of £0.5m has been included in the 2023/24 budget to manage this risk. Currently this provision is unfunded, however, further use of the POCA reserve is being explored, subject to a business case for using the additional capacity for specific, value adding purposes. See Appendix 4 for the full MTFP pressure and mitigations summary presented to the Police Authority Board in January 2023.
23. A £1m saving from workforce redesign which was included in the 2022/23 budget as a savings mitigation remains. Whilst this saving has been delivered in 2022/23 through vacancies, in the long term this will be dependent on the outcome of the corporate services review and implementation of workforce modernisation measures.

## **Non-Pay**

24. The premises budget for 2023/24 is £4.18m, an increase of £1.57m from 2022/23. The main reasons for the increase are:
  - An increase in repairs and maintenance £433k and cleaning budgets of £126k to address a historic under provision of premises maintenance resources at Bishopsgate and New Street;
  - An increase in energy budgets of £288k mainly due to inflation;
  - An increase in rent of £287k in relation to parking at Middlesex Street and the discrete offsite parking facility. As noted above we are reviewing whether these costs should be part of the Police budget.
  - Rates budgets have also been reset by £450k to reflect current charges. Member's will be aware that a rating appeal has been lodged with the Valuation Office Agency (VOA) in respect Bishopsgate Police Station and New Street. Pending a decision by the VOA, the rates budgets have been reinstated. Should the appeal be successful this could result in savings of up to £0.7m per annum.

25. The transport budget for 2023/34 has increased by £392k. This is principally due:
- to an increase in the cost of ATOC rail concession scheme which is anticipated to increase by £0.3m with an uplift in the regulated fare price from March 2023 and more uplifted officers using the scheme; and
  - wider inflationary pressures impacting fuel and vehicle maintenance costs £100k.
26. A breakdown of the £40.6m Supplies and Services budget is shown in Appendix 2. The increase from 2022/23 of £11.2m is mainly due to the National Fraud Investigation Bureau (NFIB) / Next Generation Action Fraud service and these costs are substantially offset by the funding from Home Office.
27. The third party payments budget for 2023/24 is £9.95m an increase of £641k from 2022/23. Third party payments budgets include the cost of IT services £5.9m as well as providing for payments to other forces for seconded officers.

## **Income**

28. The force receives income and funding from a range of sources, with total budgeted income amounting to £193.7m in 2023/24 as detailed in Appendix 3 to this report. CoLP funding primarily comes from its Home Office core grant, amounting to £76.7m for 2023/24 (39.6% of all income) Other specific Government grants total £69.8m (36.0% of all income), which includes funding for discharging CoLP's National Lead Force for Fraud & Cyber roles and a grant to cover CoLP's contribution to the Officer Pension Scheme deficit. Total Government grants amount to £146.5m in 2023/24, 75.6% of all funding.
29. Unlike other Police and Crime Commissioners (PCCs) The City Corporation does not have the ability to raise funding through a Council, instead, the City provides funding through a Business Rates Premium (BRP), which is £27.5m for 2023/24 (14.2%). In 2023/24 the City Corporation will also provide £0.7m of funding towards the contact centre (0.4%).
30. Partnership income totals £13.7m in 2023/24 (7.1% of all income), comprising funding from third parties in support of the fight against fraud and economic crime.
31. Income from fees and charges is estimated to be £3.5m in 2023/24 (1.8% of all income) and is largely derived from training delivered through the Economic Crime Academy.
32. As set out in the accompanying Income Strategy Report, charging for service is a complex area and as a minimum any charge must recover all direct costs. Wherever possible, however, CoLP will seek to recover full cost using a Full

Economic Cost Recovery Model. Applying this model will be key in 2023/24 to delivering £0.7m of additional income to meet savings targets.

## Business Unit Control Totals 2023/24

33. Taking together workforce number and the proposed 2023/24 revenue estimate, Table 9 below provides a summary of staffing numbers, the proposed business unit control totals for 2023/24 and a summary of the functions included within each unit.

**Table 9 – Business Unit Control Totals 2023/24**

	<b>TOTAL COLP</b>	<b>Local Policing</b>	<b>Specialist Operations</b>	<b>National Lead Force</b>	<b>Corporate Services</b>	<b>Central Income &amp; Expenditure</b>
<b><u>Budgeted FTE</u></b>						
Officers	978	390	287	194	92	15
Staff	517	66	172	105	174	0
<b>Total</b>	<b>1,495.00</b>	<b>456.00</b>	<b>459.00</b>	<b>299.00</b>	<b>266.00</b>	<b>15.00</b>
<b><u>Budgeted £m</u></b>						
Pay Costs	129.9	31.7	30.6	21.3	19.5	26.8
Non Pay Costs	59.6	2.7	2.2	35.6	14.4	4.7
<b>Total Expenditure</b>	<b>189.5</b>	<b>34.5</b>	<b>32.8</b>	<b>56.8</b>	<b>33.9</b>	<b>31.6</b>
<b>Income</b>	<b>(88.5)</b>	<b>(6.5)</b>	<b>(4.9)</b>	<b>(50.0)</b>	<b>(2.3)</b>	<b>(24.9)</b>
<b>Net Budget</b>	<b>101.0</b>	<b>28.0</b>	<b>27.9</b>	<b>6.8</b>	<b>31.6</b>	<b>6.7</b>
<b>Functions Including</b>		Sector Response Taskforce Contact	Intelligence Investigation Forensics CJS	Funded Units AF / NFIB NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pension Def POCA Recharges Unalloc roles Temp roles

34. As shown in Table 9 above, sector policing (Local Policing and Specialist Operations) accounts for 61.2% of the budgeted full time equivalent (FTE) staffing numbers and 55.38% of the net budget. Corporate Services and Central Income and Expenditure consists of 18.8% of the budgeted workforce and 37.8% of the net budget. The remaining 20% of the workforce are employed in National Lead Force (NLF) operations and supported by up to 15 staff secondees into the Force and 40 temporary funded roles. Whilst NLF only accounts for £6.82m (or 6.7%) of core funding in 2023/24, it is expected that £50.01m of it's in year activities will be financed outside of the core Home Office and local BRP funding.

## Capital Programme

35. There are broadly two elements to the CoLP Capital Programme. The first are large strategic schemes that are delivered in conjunction with the City of London Corporation, such as the Secure City Programme and the Accommodation Strategy. There are also a few legacy projects that predate 2020/21 which are also funded by the Corporation. The second element comprises those capital schemes developed and managed by CoLP, which are funded through a loan facility from the Corporation, capped at £5m per year. The revenue budget makes provision for principal and interest repayment. In addition, substantial capital funding is received from the Home Office towards FCCRAS.
36. A summary of forecast capital spend and funding for 2022/23 and 2023/24 is shown below. However, this is unlikely to be the full picture because the outcome of the CoLP Prioritisation exercise is awaited. This will determine other projects to be taken forward, in addition to those shown below, subject to full business case development, and an overall assessment of their impact on affordability of the capital programme. In the meantime, the capital forecast below provides in 2023/24 for £1m of funding for other projects and 'seed funding' towards the development of outline business cases. Once the position post Prioritisation becomes clearer an update will be provided.

**Table 10 Capital Programme**

<b>CoLP Capital Programme</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Total £000</b>
<b>Cyclical Replacement</b>				
Fleet (car)		250		250
Fleet (horsebox)		400		400
Fleet (motorbikes)		236		236
Other	1,000		500	1,500
<b>Sub-total–Cyclical Replacement</b>	<b>1,000</b>	<b>886</b>	<b>500</b>	<b>2,386</b>
<b>Projects</b>				
FCCRAS	3,970	5,448	21,552	30,970
Action Fraud	2,041			2,041
Power BI		84	435	519
BWV		282		282
Forensic Network and Storage		314		314
CAID		55		55
TFG Armoury		160		160
ICAV			240	240
Other / seed funding	900		1,000	1,900
<b>Sub-total - Projects</b>	<b>6,911</b>	<b>6,343</b>	<b>23,227</b>	<b>36,481</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>7,911</b>	<b>7,229</b>	<b>23,727</b>	<b>38,867</b>
<b>Funding</b>				
City Fund loan facility (FCCRAS)		2,448	7,552	10,000
City Fund loan facility (other projects)	2,941	1,646	1,740	6,327
Home Office (FCCRAS)	3,970	3,000	14,000	20,970
City ULEZ loan	1,000			1,000
POCA		55	435	490
Direct revenue financing		80		80
<b>TOTAL FUNDING</b>	<b>7,911</b>	<b>7,229</b>	<b>23,727</b>	<b>38,867</b>

37. **FCCRAS:** A business case for FCCRAS is being reviewed by the HO Finance and Investment Committee. It is expected a final decision will be received in February 2023.
38. **Fleet Replacement:** An order for 10 replacement motorbikes has been placed at a cost of £165,000, which will require fitout at £71,000, amounting to a total cost of £236,000. It is expected that the motorbikes will be delivered in Q2 2023.
39. **Horsebox:** CoLP is currently validating the quote from the supplier and an order is expected to be placed in January 2023, however, with supplier lead times currently running at between 12-18 months it is unlikely that the horsebox will be delivered in 2022/23.
40. **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.
41. **Armoury Improvements:** 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. Any overspend against the capital project budget of £100,000 will be met from direct revenue financing from underspends in Local Policing up to maximum of £80,000 in 2022/23.
42. **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.
43. **Child Abuse & Image Database (CAID):** This project will provide officers with a simple and efficient process for identifying victims of child abuse will ensure potential victims are safeguarded at the earliest possible opportunity and will be funded via POCA.
44. **Power BI:** Phase 1 of project to improve analytics and data reporting capability to assist with crime reduction and asset recovery. Phase 2 to commence in 2023/24 and expected to extend into 2024/25 at a further cost of £725k funded from POCA (2023/24 £435k: 2024/25 £290k).

## Reserves

45. The Police reserves position for 2022/23 is summarised in Table 11 below.

**Table 11 – CoLP Reserves**

CoLP Reserves	Opening Balance  01-Apr- 22 £m	Q3 Forecast Additions  2022/23 £m	Forecast Spend  2022/23 £m	Forecast Closing Balance 31-Mar- 23 £m	Forecast Additions  2023/24 £m	Forecast Spend  2023/24 £m	Forecast Closing Balance 31-Mar- 24 £m
<b>General reserve</b>	(4.0)	(0.4)	0.0	(4.4)	0.0	0.0	(4.4)
Earmarked reserves:							
POCA	(9.0)	(0.5)	2.2	(7.3)	(0.5)	2.2	(5.6)
Police Capital Financing	(1.3)	0.0	0.0	(1.3)	(1.4)	0.0	(2.7)
Emerg Svs Mobile Tech	(0.3)	0.0	0.0	(0.3)	0.0	0.0	(0.3)
<b>Sub-total - Earmarked reserves</b>	(10.6)	(0.5)	2.2	(8.9)	(1.9)	2.2	(8.6)
<b>TOTAL RESERVES</b>	(14.6)	(0.9)	2.2	(13.3)	(1.9)	2.2	(13.0)

46. Over the medium term CoLP's reserve strategy aims to maintain a general reserve that supports management of CoLP's strategic and medium-term financial risks to: 1) cope with unforeseen events and emergencies, 2) as a contingency to respond to uncertainty in the economic climate, 3) to provide flexibility in managing future years budget pressures and 4) to balance cashflow fluctuations without calling upon additional local grant and/or loan funding. The proposed 2023/24 budget does not anticipate use of the general reserve, however, this is subject to further appropriate mitigations to close the £1m budget gap and inflation and other pressures not increasing above current budgetary assumptions.

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

- Asset Recovery Work
- Crime Reduction projects
- Community Projects
- Miscellaneous

48. The opening balance at the start of 22/23 was £9.0m and includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron. Given the significance of the reserve and requirement for sound governance it was determined that through the budget setting process the Police Authority will approve planned level of commitment and annual spend against POCA funds.

49. During 2022/23, the Chief Officer Team has considered and approved in principle 24 POCA bids totalling some £8.4m. The majority of these bids are subject to full business case development, project prioritisation and assessment of affordability. Updates will be reported quarterly to this Committee. At this stage the POCA reserve is forecast the following expenditure in 2023/24:

**Table 12 – Proceeds of Crime Act Reserve (POCA)**

POCA Bids	Asset Recovery £'000	Crime Reduction £'000	Community Projects £'000	Misc £'000	Total £'000
Asset Recovery Team (Revenue)	1,300				1,300
Stakeholder Engagement /Professionalism & Trust (Revenue)			466		466
Power BI Phase 2 (Capital)		435			435
<b>Total</b>	<b>1,300</b>	<b>435</b>	<b>466</b>	<b>0</b>	<b>2,201</b>

### Police Authority Board – 2023/24 Revenue Budget

50. The proposed 2023/24 revenue budget for the Police Authority Board Team is shown below. This provides for 9.5 full time equivalent employees and appropriate non pay budget to support delivery of its primary role in making sure the City of London Police runs an effective and efficient service by holding the Commissioner to account; to ensure value for money in the way the police is run, and to set policing priorities taking into account the views of the community.

**Table 13 – Police Authority Board Revenue Budget 2023/24**

Revenue Budgets 2022/23 and 2023/24	22/23 Latest Budget	22/23 Actuals Q3	22/23 Projected Outturn Q3	22/23 Variance vs.Budget	23/24 Projected Budget	23/24 vs 22/23 Budget
Employees	617	380	510	(107)	698	81
Other Employee Related Expenditure	15	13	13	(2)	15	-
<b>Total Pay</b>	<b>632</b>	<b>393</b>	<b>523</b>	<b>(109)</b>	<b>713</b>	<b>81</b>
Transport	2	-	-	(2)	2	-
Supplies and Services	366	1	59	(307)	285	(81)
<b>Total Non-Pay</b>	<b>368</b>	<b>1</b>	<b>59</b>	<b>(309)</b>	<b>287</b>	<b>(81)</b>
<b>Total Expenditure</b>	<b>1,000</b>	<b>394</b>	<b>582</b>	<b>(418)</b>	<b>1,000</b>	<b>-</b>



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## Support Services and Capital Charges

Support Services & Capital Charges from/to the City of London Police	Original Budget 2022/23 £'000	Draft Budget 2023/24 £'000	Note Ref
<b>Support Services and Capital Charges</b>			
City Surveyor's Employee Recharge	125	86	
Insurance	409	435	
IT Recharges – Chamberlain	221	268	
Capital Charges	4,835	3,517	
Capital Contrasts	(4770)	(3,452)	
Notional capital charges	0	0	
Admin Buildings	1,205	1,327	(i)
Support Services	1,251	1,123	(ii)
<b>Total</b>	<b>3,276</b>	<b>3,304</b>	
<b>Recharges Within Fund</b>			
Car Park Recharge P&T	71	55	
Licence fees – Port Health & Environmental Services Committee	18	18	
<b>Total</b>	<b>89</b>	<b>73</b>	
<b>Recharges Across Funds</b>			
Heating Recharge - Finance - Guildhall Admin	90	0	
Policing the Bridges	(305)	(305)	
Remembrancer's Recharge - Policy & Resources - City's Cash	28	28	
<b>Total</b>	<b>(187)</b>	<b>(277)</b>	
<b>TOTAL POLICE COMMITTEE</b>	<b>3,178</b>	<b>3,100</b>	

## Notes:

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

## Appendix 2

### Supplies and Services analysis

Category	22/23 Latest Budget £m	22/23 Actuals Q3 £m	22/23 Projected Outturn Q3 £m	22/23 Variance vs.Budget £m	23/24 Projected Budget £m	23/24 vs 22/23 Budget £m
NFIB/Action Fraud	12.0	15.1	16.6	4.6	23.7	11.7
Catering	0.1	0.0	0.0	(0.1)	0.0	(0.1)
Computer Licences	2.3	0.5	0.7	(1.6)	2.2	(0.1)
Consultants Fees	0.3	0.3	0.2	(0.1)	0.3	0.0
Equipment, Furniture & Materials	2.6	1.4	2.4	(0.2)	2.4	(0.2)
Internal Legal Fees	0.4	0.1	0.4	0.0	0.4	0.0
Legal Fees	0.2	0.1	0.1	(0.1)	0.1	(0.1)
Licences	0.0	0.0	0.1	0.1	0.1	0.1
Management Fees	0.1	0.1	0.0	(0.1)	0.1	0.0
Medical Fees	0.3	0.3	0.3	0.0	0.3	0.0
Other/Misc	1.5	0.6	0.6	(0.9)	1.4	(0.1)
Postage	0.1	0.0	0.1	0.0	0.1	0.0
Professional Fees	8.2	9.1	7.7	(0.5)	8.1	(0.1)
Security	0.2	0.3	0.5	0.3	0.3	0.1
Storage/Removal Fees	0.1	0.1	0.2	0.1	0.2	0.1
Subscriptions	0.1	0.0	0.1	0.0	0.1	0.0
Subsistence (not training related)	0.2	0.3	0.4	0.2	0.3	0.1
Telephones/Mobile Phones	0.1	0.2	0.3	0.2	0.3	0.2
Uniform/Clothing	0.5	0.1	0.1	(0.4)	0.1	(0.4)
IT Maint/Support/Software	0.1	2.1	1.3	1.2	0.1	0.0
	<b>29.4</b>	<b>30.7</b>	<b>32.1</b>	<b>2.7</b>	<b>40.6</b>	<b>11.2</b>

Note: current year professional fees “actuals” include sums to be capitalised before the end of the financial year.

## Appendix 3

### 2023/24 Income and Funding Streams

	£'m
<b>Core grant, Business Rates Reserves</b>	<b>102.8</b>
<i>of which;</i>	
Home Office	76.7
Business Rates Premium	27.5
Corporation - Contact Centre	0.7
Use of POCA & earmarked reserves	1.8
<b>Total Funding</b>	<b>106.7</b>
<b>Less</b>	
Capital priorities financing	(1.0)
Action Fraud loan repayment	(2.5)
ULEZ loan repayment	(0.4)
	<b>(3.9)</b>
<b>SUMMARY</b>	<b>£'m</b>
Core grant, Business Rates Reserves	<b>106.7</b>
Specific Government Grants	<b>69.8</b>
Partnerships	<b>13.7</b>
Fees and charges	<b>3.5</b>
<b>Total Income &amp; Funding</b>	<b>193.7</b>
Less capital financing charges	(3.9)
<b>Net Income &amp; Funding</b>	<b>189.8</b>

	£'m
<b>Specific Government Grants</b>	<b>69.8</b>
Pension Grants	23.0
Action Fraud / National Fraud Intelligence Bureau	12.7
FCCRAS Revenue	4.9
NPCC Cybercrime	4.5
Tactical Firearms Group	4.4
Fraud Reform	2.8
Economic Crime Capability	2.6
National Lead Force for Fraud	2.3
PUP PECT (30 officers, 4 ROCUs)	2.3
Enhanced Cyber Reporting	2.2
Economic Crime Victims Care Unit	2.2
Special Branch	1.3
National Cyber Security Programme - out of hours	1.0
Other	0.9
Project Servator	0.8
NCSP – Protect	0.7
PUP PECT (3 officers, London ROCU)	0.5
PUPL TFG Firearm Uplift	0.3
Counter Terrorism Security Advisor	0.2
Counter-Terrorism Prevent	0.1
Marine Support	0.1

<b>Partnerships</b>	<b>13.7</b>
Association of British Insurers	4.2
UK payments administration LTD	2.7
Intellectual Property Office	2.1
Project OLAF	1.5
TFL Recharge	1.2
Fraud Northern Hub	0.4
Policing the Bridges	0.3
Late Night Levy	0.3
Tower Bridge enforcement recharge	0.3
Secondments	0.3
Cyber Grant	0.2
Cyber Griffin	0.1
Bloomberg sponsorship	0.1

<b>Fees and charges</b>	<b>3.5</b>
Economic Crime Academy	1.6
Other	0.8
Recharges to Capital Projects	0.3
Secondments	0.3
TFG Training	0.2
International Training	0.1
Information Management	0.1
UK Road Offender Education	0.1

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

## MTFP – Pressures & Mitigations

## Appendix 4

Police MTFP - Pressures & Mitigations	22/23	23/24	24/25	25/26	26/27	Comments
	£m	£m	£m	£m	£m	
21/22 MTFP deficit	10.1	16.6	15.2	18.0		Excludes PA and Secure City costs
Additional CoLP mitigations	-6.1	-5.2	-5.2	-5.2		Includes £1m pa saving from workforce modernisation
Additional BRP funding	-4.0	-11.4	-10	-12.8		Growth from £16.9m base for 21/22. Includes £2.3m reinstatement.
						Excludes £1m BRP allocation to PA and £1m to Secure City
<b>Position at 1/4/22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>New Pressures</b>						
Rolling MTFP into 26/27					2.9	For inflation on 25/26 costs
Higher inflation 22/23	3.1	4.1	4.1	4.1	4.1	Covering officer & staff pay awards and non-pay inflation
Loss of officer natural vacancy factor		1.9	1.9	1.9	1.9	Built into prior yr budgets but no longer compatible with uplift target
Officer adjustment factor		0.5	0.5	0.5	0.5	To adjust actuals to reduced estab level and ensure HO target is met
Loss of CT grant		1.5	1.5	1.5	1.5	
Provision for higher inflation 23/24		0.6	1.2	1.2	1.2	Staff pay award
<b>Total New Pressures</b>	<b>3.1</b>	<b>8.6</b>	<b>9.2</b>	<b>9.2</b>	<b>9.2</b>	
<b>Additional Mitigations</b>						
Budgetary management 22/23	-2.2					
Reduction in officer establishment		-1.0	-1.0	-1.0	-1.0	By 20 - to align with HO target. No adverse impact on Op model
Reduction in Action Fraud exceptional costs		-2.0				Provision for dual running in 23/24 no longer required
Higher provisional settlement 23/24	-0.5	-1.4	-1.4	-1.4	-1.4	£1m contribution to 2022 officer pay award.
						£0.4m higher Precept Grant than expected
More junior PCs		-0.6	-0.6	-0.6	-0.6	Impact of probationers in reducing average PC salary
Use of POCA	-0.8	-1.3	-1.3	-1.3	-1.3	To fund Asset Recovery Team.
Increased charges for funded work		-0.5	-0.5	-0.5	-0.5	
Improvement in rank / supervisory ratios		-0.3	-0.3	-0.3	-0.3	
Further non-pay savings		-0.4	-0.4	-0.4	-0.4	
Mitigations to be identified		-0.5	-0.5	-0.5	-0.5	
<b>Total Additional Mitigations</b>	<b>-3.5</b>	<b>-8.0</b>	<b>-5.5</b>	<b>-5.5</b>	<b>-5.5</b>	
<b>Residual Deficit / (Surplus)</b>	<b>-0.4</b>	<b>0.6</b>	<b>3.7</b>	<b>3.7</b>	<b>3.7</b>	
<b>Key Opportunities</b>						
Further reduction in officer establishment by 20		-1.0	-1.0	-1.0	-1.0	Subject to HO approving lower target iro loss of BoE and TfL funding
Use of POCA to fund officer adjustment factor		-0.5	-0.5	-0.5	-0.5	Would be subject to 'value add' case in using the additional officers
Rating review		-0.7	-0.7	-0.7	-0.7	Subject to successful outcome from appeal
<b>Key Risks</b>						
Ringfenced funding		2.0	2.0	2.0	2.0	Securing funding is dependent on maintaining officer uplift levels
Higher inflation						Each 1% increase adds £1m to pay and £0.5m to non-pay costs
<b>Workforce Establishment</b>						
Officers	998	978	978	978	978	
Staff	516	516	516	516	516	Excludes natural vacancy factor of 15 and £1m savings target
<b>Total</b>	<b>1514</b>	<b>1494</b>	<b>1494</b>	<b>1494</b>	<b>1494</b>	

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<b>Committee(s):</b> Police Authority Board (PAB)	<b>Dated:</b> 15/02/2023
<b>Subject:</b> Q3 Revenue & Capital Budget Monitoring, 2022/23	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police Pol 15a-23	<b>For Information</b>
<b>Report author:</b> Chief Finance Officer & Deputy CFOs	

## Summary

This covering report accompanies a slide pack detailing the City of London Police's (CoLP) revenue and capital outturn for Q3 2022/23.

In summary, the Force is currently forecasting a revenue outturn under spend of £0.4m (-0.42% of budget). This compares to a forecast overspend of £0.5m as reported at the end of Q2 equating to a 1% positive change in net revenue expenditure. The key factors explaining the Q3 forecast are set out in Slides 2-10 with the £0.9m positive variance from Q2 principally due to:

- Increase in pay underspends of £2.37m due to vacancies and rank mix (probationer vs transferees);
- additional Home Office uplift funding of £0.38m, Q2 assumed £0.12m (£20k per officer up to 20 over target);
- Reductions in supplies, services and third party spend of £0.6m;

Offset by:

- An increase in forecast overtime £0.9m due to operational activities, backfilling due to vacancies and recoverable events.
- An increase in agency costs of £0.4m relating to support service training academy functions.
- A £0.95m increase in premises maintenance (£0.8m) and business rates expenditure (£0.15m).
- Additional forecast vehicle maintenance and fuel costs of £0.2m

Any underspend at year end will accrue to the general reserve and provide some additional mitigation to anticipated cost pressure in 2023/24. These pressure are expected to arise from the ringfencing of £2m of Home Office funding reliant on maintaining Uplift officer numbers at 986 and inflationary pressures (pay and non-pay) exceeding the Medium Term Financial Plan (MTFP) assumptions.

Slide 11 provides a breakdown of the Forces initial £6.1m mitigations target for 2022/23 and commentary on achievement. Current projections suggest that whilst it 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 12 & 14 provide an update on the Forces reserves position including an analysis of historical receipts and a 2022/23 forecast of Proceeds of Crime Act (POCA) funded expenditure (Q2: £2.8m). Noting the requirement for POCA receipts to be used for schemes which improve performance on asset recovery and or fund local crime fighting priorities. . The change in forecast is due to slippage in relation to the PowerBI project which is dependent on project management office support and IT implementation support.

Slides 15 & 16 set out progress against the Forces 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. Due to increased website development costs it is expected that the FCCRAS capital outturn will be £0.25m over budget. The full FCCRAS business case has been submitted to the Home Office with a decision expected in February 2023.

Slide 17 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 Q3 it is expected that PAB budget will underspent by some £0.42m at the end of the financial year.

Finally slide 18 provides a number of high level risk and opportunities with the 2022/23 budget and looks ahead to 2023/24. Risks and opportunities will continue to be monitored with actions developed as required.

## **Recommendation**

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



Police Authority Board  
15/02/2023

## Q3 Revenue & Capital Budget Monitoring, 2022/23

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

# Q3 2022/23 Headlines

**Revenue:** An underspend of £0.4m is forecast at Q3, this compares to a £0.5m overspend at Q2.

The £0.9m positive variance is mainly due to:

- Increase in pay underspends of £2.0m due to vacancies and rank mix (probationer vs transferees);
- additional Home Office uplift funding of £0.38m, Q2 assumed £0.12m (£20k per officer up to 20 over target);
- Reductions in supplies, services and third party spend of £0.6m;

Partially offset by:

- Increase in overtime £0.25m due to operational activities, backfilling due to vacancies and recoverable events.
- An increase in agency costs of £0.4m relating to support service Training Academy functions.
- A £1.2m increase in premises maintenance £0.8m, insurance/recharges £0.2m and business rates expenditure £0.2m.
- Additional forecast vehicle maintenance and fuel costs of £0.2m
- Reduction in staff costs recovered from grant funding and capital projects due to vacancies £0.3m.



**Q3 Forecast:** The main factors contributing to the £0.4m underspend (as summarised in slide 7) are:

- Forecast pay underspends of £2.6m due to vacancies and the impact of high numbers of student officers (140); incorporating the impact of the higher than anticipated 2022/23 officer and staff pay awards;
- Underspends against supplies and services budgets of £1.5m (excluding Nation Lead Force activities) based on the profile of current spend;
- Home Office funding of £0.5m in relation to the officer pay award; and
- Uplift incentive funding of £0.4m (£20k per officer up to a maximum of 20).

Page 55 These forecast savings/additional income are offset by:

- Higher than budgeted (net) overtime costs of £0.8m due to operational requirements and backfilling vacancies.
- Higher premises costs of £1.8m, increased vehicle maintenance/fuel costs of £0.2m, insurance & recharges of £0.4m; Included in premises costs are forecast rental charges (£0.3m). We are reviewing whether these costs should be part of the Police budget.
- Unbudgeted Action Fraud (AF) contract extension costs of £1.25m as reported in Q2 and corrected through the forecast;
- A shortfall in income of £0.3m due to:
  - £0.2m of Proceeds of Crime Act (POCA) receipts being treated as general income in the budget;
  - £0.1m shortfall on income from the sale of memorabilia.

Any underspend at year end will accrue to the general reserve and provide some additional mitigation to anticipated cost pressure in 2023/24. These pressure are expected to arise from the ringfencing of £2m of Home Office funding reliant on maintaining Uplift officer numbers at 986 and inflationary pressures (pay and non-pay) exceeding the Medium Term Financial Plan (MTFP) assumptions.



# Q3 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. To meet wider uplift targets, the Home Office have agreed to provide incentive funding for 20 posts over target without rolling these into the 2022-23 target or next year's baseline lines.

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## **2022/23 Mitigations target = £6.1m**

Current projections suggest that with substitute mitigations (POCA) the £6.1m target will be met notwithstanding an overtime savings risk.

**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.

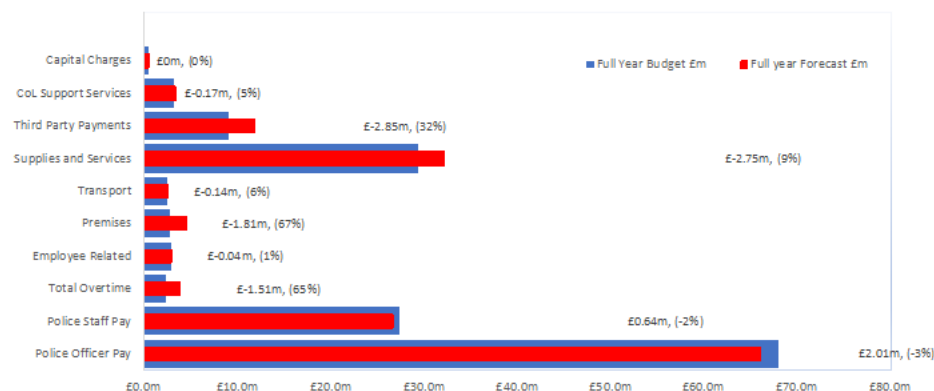
**Police Authority Board (PAB):** Q3 underspend of £0.42m is forecast against a £1m budget.



## 2022/23 Revenue Budget

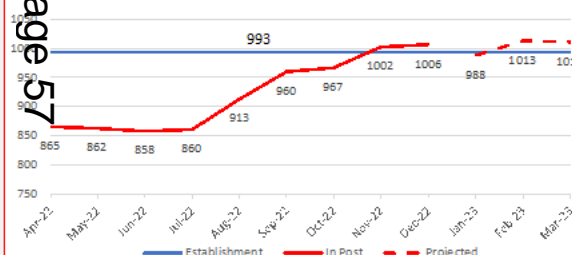
	YTD			Outturn		
	Budget £m	Actual £m	Var £m	Budget £m	Forecast £m	Var £m
Officers pay cost	51.02	48.14	-2.88	68.02	66.01	-2.01
Staff Pay cost	20.47	20.21	-0.26	27.29	26.65	-0.64
Overtime	1.73	2.71	0.98	2.31	3.82	1.51
Other pay costs	2.15	2.17	0.02	25.87	25.90	0.04
<b>Total pay costs</b>	<b>75.37</b>	<b>73.23</b>	<b>-2.14</b>	<b>123.50</b>	<b>122.39</b>	<b>-1.11</b>
Non pay costs	32.78	41.27	8.49	47.10	54.76	7.66
<b>Total Exp</b>	<b>108.15</b>	<b>114.50</b>	<b>6.35</b>	<b>170.60</b>	<b>177.15</b>	<b>6.55</b>
Income	-55.31	-45.59	9.72	-77.25	-83.39	-6.14
Funding	-52.84	-52.84	0.00	-92.85	-92.85	0.00
Use of reserves	0.00	0.00	0.00	-0.50	-1.30	-0.80
<b>(Surplus)/ Deficit</b>	<b>-0.00</b>	<b>16.07</b>	<b>16.07</b>	<b>-0.00</b>	<b>-0.39</b>	<b>-0.39</b>

## 2022/23 Revenue Expenditure Forecast

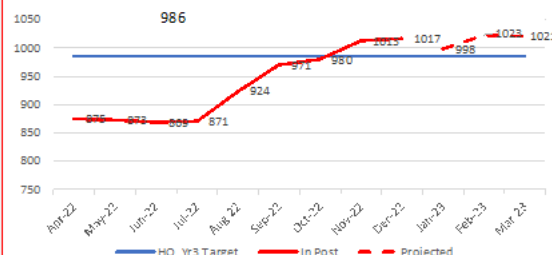


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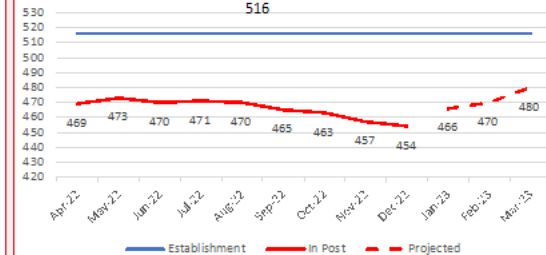
## Officer Establishment FTE



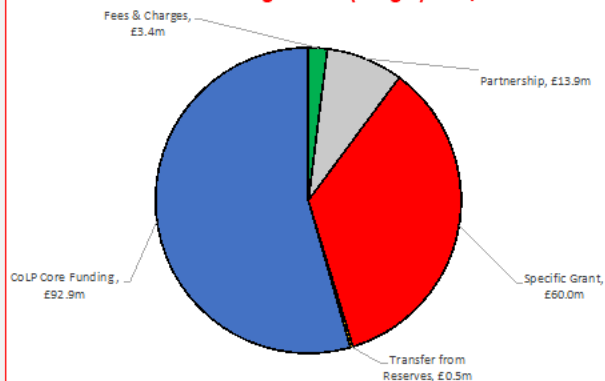
## Year 3 Uplift Target (headcount)



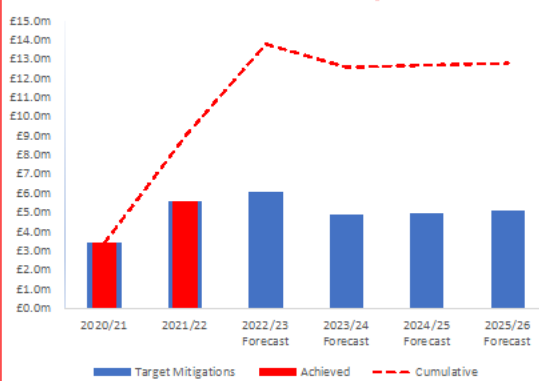
## Staff (FTE)



## Income & Funding Sources (Budget) 2022/23

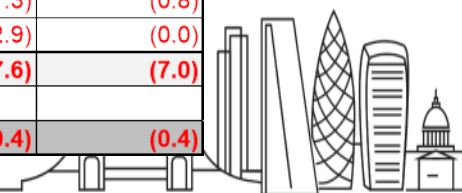


## Annual and Cumulative Mitigations



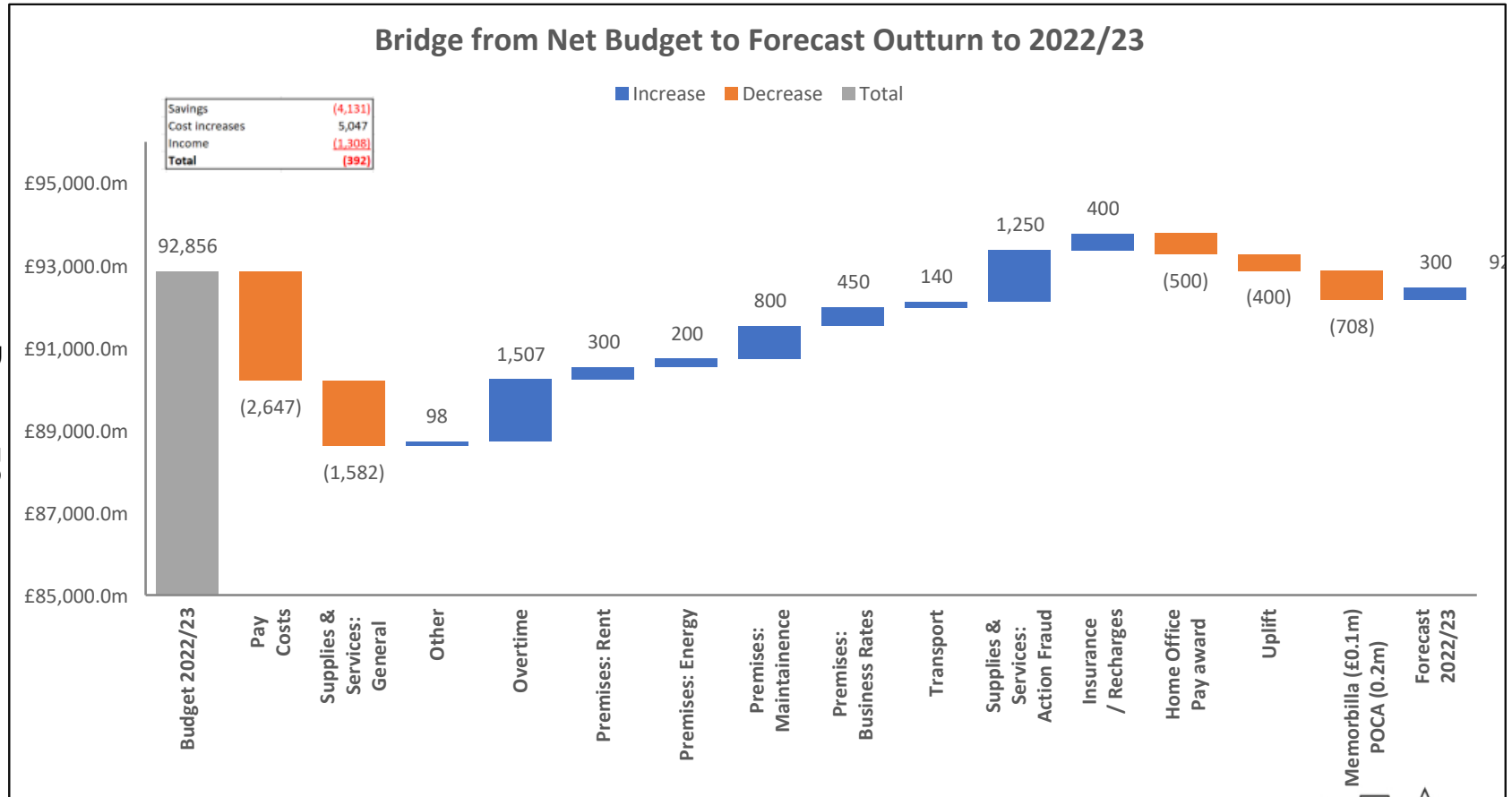
# 2022/23 Revenue Budget

	22/23 Latest Budget £m	Budget YTD £m	Actual (Q3 YTD) £m	Variance YTD £m	Projected Outturn £m	Proj Variance £m
<b>Pay</b>						
Officers	68.0	51.0	48.1	(2.9)	66.0	(2.0)
Staff	27.3	20.5	20.2	(0.3)	26.7	(0.6)
Overtime	2.3	1.7	2.7	1.0	3.8	1.5
Agency	0.8	0.6	0.6	0.0	0.9	0.2
Police Officer Pension	23.0	0.0	0.0	0.0	23.0	0.0
Indirect employee costs	2.1	1.6	1.6	0.0	2.0	(0.2)
<b>Total Pay</b>	<b>123.5</b>	<b>75.4</b>	<b>73.2</b>	<b>(2.1)</b>	<b>122.4</b>	<b>(1.1)</b>
<b>Non-Pay</b>						
Premises Costs	2.7	2.0	3.2	1.2	4.5	1.8
Transport Costs	2.4	1.8	0.6	(1.2)	2.5	0.1
Supplies and Services	29.4	22.3	30.7	8.5	32.1	2.7
Third Party Payments	9.0	6.7	6.6	(0.1)	11.8	2.8
CoL Support Services / Recharges	3.2	0.0	0.2	0.1	3.4	0.2
Capital Charges	0.5	0.0	0.0	0.0	0.5	0.0
<b>Non-Pay</b>	<b>47.1</b>	<b>32.8</b>	<b>41.3</b>	<b>8.5</b>	<b>54.8</b>	<b>7.7</b>
<b>Total Expenditure</b>	<b>170.6</b>	<b>108.1</b>	<b>114.5</b>	<b>6.4</b>	<b>177.2</b>	<b>6.6</b>
<b>Income</b>						
Specific Grants	(60.0)	(43.0)	(35.9)	7.1	(65.8)	(5.8)
Partnership	(13.7)	(10.0)	(7.5)	2.5	(14.1)	(0.4)
Fees & Charges	(3.5)	(2.3)	(2.2)	0.1	(3.4)	0.1
Transfer from Reserves	(0.5)	0.0	0.0	0.0	(1.3)	(0.8)
CoLP Core Funding	(92.9)	(52.8)	(52.8)	0.0	(92.9)	(0.0)
<b>Total Income</b>	<b>(170.6)</b>	<b>(108.1)</b>	<b>(98.4)</b>	<b>9.7</b>	<b>(177.6)</b>	<b>(7.0)</b>
<b>Underlying Deficit</b>	<b>0.0</b>	<b>0.0</b>	<b>16.1</b>	<b>16.1</b>	<b>(0.4)</b>	<b>(0.4)</b>



# 2022/23 Budget to Forecast Outturn Bridge

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# Overtime Analysis – Chargeable vs Non-Chargeable

Q3	Budget £'000	Forecast £'000	Forecast Variance £'000
Bank Holiday Working	225	265	40
Recoverable	341	708	367
Non-Recoverable	1,746	2,895	1,149
<b>Total</b>	<b>2,312</b>	<b>3,868</b>	<b>1,556</b>

- “Recoverable” 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. Therefore, the net overspend is £0.8m.

The forecast for non-chargeable overtime includes cost associated with policing major crime such as Op Intervention (£0.3m) and protest events in the City such as those organised by Extinction Rebellion (XR) (£0.2m). Other operations (£0.15m). 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 £184,000 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

Committee / Division of Service	Latest Approved Budget 2022/23 £'000	Projected Outturn +Deficit / (Surplus) £'000	Variance from Latest Approved Budget 2022/23	
			£'000	%
<b><u>Police Committee (City Fund)</u></b>				
Local Policing	24,659	23,552	(1,107)	-4%
Specialist Operations	25,455	25,036	(419)	-2%
National Lead Force	4,520	6,334	1,814	40%
Corporate Services	27,950	31,590	3,640	13%
Central Income & Expenditure	10,272	5,953	(4,319)	-42%
<b>TOTAL POLICE COMMITTEE</b>	<b>92,856</b>	<b>92,464</b>	<b>(392)</b>	<b>0%</b>

**Local Policing:** £1.1m underspend largely due to pay underspend (£0.2m) as a result of recruitment delays, lower than anticipated spend on Tactical Fire Arms Support Training courses (£0.35m), supplies and services underspend of (£0.37m) and additional mutual aid claims from assisting other police forces (£0.2m)

**Specialist Operations:** £0.4m underspend - mainly due to officer, staff vacancies (£1.7m) offset by overtime overspends (£0.8m) and additional forensics costs of £0.13m due to serious and violent crime. £0.2m shortfall in staff costs from grant agreements due to vacancies,

**National Lead Force:** £1.8m overspend – largely due to insufficient budgetary provision for the Action Fraud contract extension costs.



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# Business Area Summaries

**Corporate Services:** £3.6m overspend - mainly due to insufficient pay budgetary provision for officers and agency costs for staff of £1.4m, additional premises estate running costs estimated to be £1.6m comprising increases in rent £0.15m, energy £0.2m, maintenance £0.8m and rates £0.45m costs, partly due to energy price inflation, the reactive repairs at Bishopsgate and New Street, additional accommodation costs for officers and an under provision of business rates for Bishopsgate Police Station and New Street. Transport costs are forecast to be £0.23m over budget due to additional vehicle maintenance and fuel costs. Supplies and services are forecast to be £0.23k overspend due to equipment purchases linked to the uplift programme.

**Central Income & Expenditure:** £4.3m underspend due to £4.5m of unallocated resources being included in Central Income and Expenditure which have been charged elsewhere in the budget. The budget also includes £0.4m incentive uplift funding and the 2022/23 Government pay award grant of £0.5m. These underspends / increased funding have been offset by additional student officer pay of £0.9m costs, a shortfall on income from the sale of memorabilia of £0.1m and a £0.2m budget correction relating to Proceeds of Crime Act (POCA) funding which had been treated as unallocated income in the budget.

**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

2022/23 Mitigations Plan	Target £m	Forecast £m	Comments	RAG
Staff reductions / rank ratio savings through Corporate Services / Staff Review	1	1	Risk of delay or failure to baseline an affordable and efficient staffing model through the Corporate Services & Staff review is mitigated by holding staff vacancies where possible and appropriate. Staff FTEs and 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 underspend on capital	0.8	0.8	Large capital underspends in 20/21 & 22/23 should support achievement of this "one off" Medium Term Financial Plan (MTFP) saving.	
Savings on consumables	0.6	0.6	Removed from budgets and will be achieved through wider savings on supplies and services spend.	
Increased use of POCA reserve for appropriate areas of budget spend supported by increased in seized assets	0.7	1.3	Achieved with additional funding allocated to support the work 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. The delivery risk was dependent on the rank (and PC probationer vs transferee) mix of intake. Delivery of mitigation supported by c140 student officers and wider pay underspends.	
Overtime reductions linked to Bank of England contract	0.5	0	Removed from budget. Overtime budgets are forecast to be overspent by £0.9m (net of chargeable time) due to current operational demands. Hold costs to budget is not considered possible at this time.	
Agency Staff	0.3	0.3	Removed from budgets. Whilst agency costs are forecast to be £0.2m over budget, £0.3m relates to Training Academy trainers and is recovered through course fees.	
Professional Fees	0.9	0.9	Removed from budgets. Delivery supported through wide savings on supplies and services budgets.	
<b>Total</b>	<b>6.1</b>	<b>6.2</b>		



# 2022/23 Reserves

The Police reserves is forecast to reduce from £14.6m at 1 April 2022 to 12.4m at 31 March 2023. The total reserves broken down between Earmarked Reserves and the General Reserve is summarised below:

	Opening Balance £'m	Projected Spend £'m	Projected Closing Balance £'m
Proceeds of Crime Act (POCA)	(9.0 )	2.2	(6.8 )
General Reserve	(4.0 )	0.0	(4.0 )
Police Capital Finance Reserve	(1.3 )	0.0	(1.3 )
Emergency Services Mobile Technology	(0.3 )	0.0	(0.3 )
<b>Total</b>	<b>(14.6 )</b>	<b>2.2</b>	<b>(12.4 )</b>

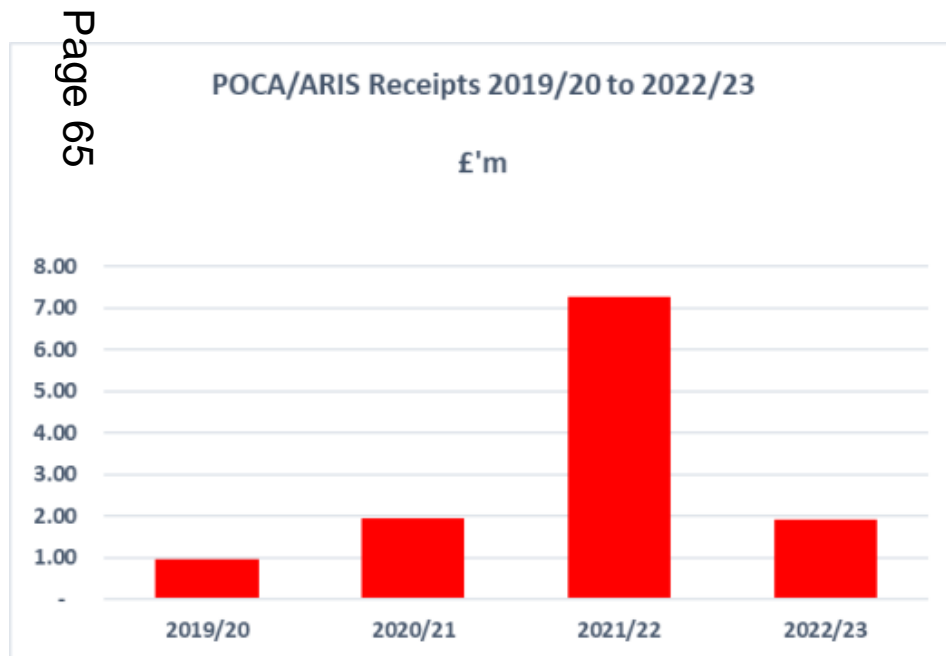
Opening balance on the POCA reserve includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron.



# 2022/23 Reserves: Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS)

The principal driver for Asset Recovery is to seek repatriation of funds to victims. It is expected that ARIS receipts are used to further enhance the response to asset recovery, crime reduction, community projects and other schemes.

POCA/ARIS receipts are unpredictable year on year as detailed below:



	2019/20 (£m)	2020/21 (£m)	2021/22 (£m)	2022/23 (£m)	Total (£m)
Q1	0.04	0.17	0.06	0.13	0.40
Q2	0.53	1.22	0.37	0.06	2.17
Q3	0.33	0.41	6.77	-	7.52
Q4	0.08	0.15	0.08	-	0.31
Total	0.98	1.94	7.28	0.19	10.39



# 2022/23 POCA/ARIS

The estimated drawdown from the POCA reserve in 2022/23 is £2.2m and includes the following projects which have been approved by the Chief Officer Team:

2022/23 POCA Drawdown	Asset Recovery £'000	Crime Reduction £'000	Community Projects £'000	Misc £'000	Total £'000	Description
Asset Recovery Team	1,300				1300	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.
District Attorney New York (DANY) / Homeland Security Investigations (HIS)	225				225	Secondment of two officers DI & DS for two years with partner organisations in New York City, USA. £225,000 per annum.
Covert Working		75			75	Project to support proactivity across the force in tackling fraud and Serious Organised Crime. Total requirement £287,500.
Night Time Economy (NTE)		103			103	Multi-agency approach to NTE issues, focusing on early engagement, crime prevention and 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
Derbyshire Financial Investigation (FI) & Financial Recovery (FR)	100				100	Funding for financial investigation and financial recovery work in 2022/23 transferred from Derbyshire. From 2023/24 it is expected that an allocation from an Economic Crime
Child Abuse & Image Database (CAID)		55			55	CAID will provide officers with a simple and efficient process for identifying victims of child abuse will ensure potential victims are safeguarded at the earliest possible
<b>Total</b>	<b>1,625</b>	<b>547</b>	<b>0</b>	<b>10</b>	<b>2,182</b>	

- The estimated drawdown from the POCA reserve is £0.55m lower than at Q2. This relates to the PowerBI project, the delivery of which is dependent on internal project management and IT resources.



# Interim Capital Programme 2022/23

	2022/23 Project Budget £'000	Of which loan- funding £'000	Of which HO funding £'000	Commt. £'000	Forecast Spend 2022/23 £'000	Forecast Variance £'000
FCCRAS (including £3m Home Office funding)	5,200	2,200	3,000	0	5,448	248
Car Fleet Replacement	250	250	0	0	250	0
Horsebox	400	400	0	400	0	0
Motorbike Fleet replacement	236	236	0	236	0	0
Body Worn Video Equipment	300	300	0	0	282	(18)
Armoury Improvements	100	100	0	0	160	60
Forensics Networks & Storage	450	314	0	0	314	(136)
Child Abuse and Image Databse (CAID)	55	0	0	0	55	0
PowerBI Phases 1	84	0	0	0	84	0
<b>Total</b>	<b>7,075</b>	<b>3,800</b>	<b>3,000</b>	<b>636</b>	<b>6,593</b>	<b>154</b>

**FCCRAS:** A business case for FCCRAS is being reviewed by the Home Office's Finance and investment Committee. It is expected a final decision will be received in February 2023. Of the £5.2m 2022/23 FCCRAS budget, £1.5m has been spent to date with a forecast overspend of £0.25m expected due to increased development/website cost. Whilst there is an forecast overspend in 2022/23 it is anticipated that this will be met from savings in 2023/24..

**Fleet Replacement:** Tactical Fleet are currently assessing the vehicles which require replacement as part of the 2022/23 programme. An order for 10 replacement motorbikes has been placed at a cost of £165,000 which will require fitout at £71,000. It is expected that the motorbikes will be delivered in Q2 2023.



# Interim Capital Programme 2022/23 continued

**Horsebox:** CoLP is currently validating the quote from the supplier and an order is expected to be placed in January 2023, however, with supplier lead times currently running at between 12-18 months it is unlikely 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:** 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. Any overspend against the capital project budget of £100,000 will be met from direct revenue financing from underspends in Local Policing up to maximum of £80,000 in 2022/23

**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.

**Child Abuse Image Database:** This project will provide officers with a simple and efficient process for identifying victims of child abuse will ensure potential victims are safeguarded at the earliest possible opportunity and will be funded via POCA.

**Power BI:** Phase 1 of project to improve analytics and data reporting capability to assist with crime reduction and asset recovery. Phase 2 to commence in 2023/24 and expected to extend into 2024/25 at a further cost of £725,000 funded from POCA (2023/24 £435,000: 2024/25 £290,000)





# Police Authority Board Budget 2022/23

PAB Revenue Budget 2022/23	22/23 Latest Budget	22/23 Actuals Q3	22/23 Projected Outturn Q3	22/23 Variance vs.Budget
Employees	617	380	510	(107)
Other Employee Related Expenditure	15	13	13	(2)
<b>Total Pay</b>	<b>632</b>	<b>393</b>	<b>523</b>	<b>(109)</b>
Transport	2	-	-	(2)
Supplies and Services	366	1	59	(307)
<b>Total Non-Pay</b>	<b>368</b>	<b>1</b>	<b>59</b>	<b>(309)</b>
<b>Total Expenditure</b>	<b>1,000</b>	<b>394</b>	<b>582</b>	<b>(418)</b>

Budget established in 2022/23 with £1m Business Rates Premium Funding.  
2022/23 Forecast underspend of £0.42m.



# Risk and Opportunities

- New pressures or funding reductions emerging in final quarter of the financial year.
- Inability to deliver uplift levels - risk to 2022/23 ringfenced funding and future core funding, as well as operational risk although considered unlikely at this stage given the pipeline of student officers.
- Main financial opportunity has been the time lag in recruiting to Year 3 uplift target coupled with additional Home Office Uplift incentive funding to over recruit of £0.4m

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However, looking forward to 2023/24:

The Police Settlement announced £2m of core Home Office funding tied to maintaining the headcount target of 986 Officers. The implications for the 2023/24 budget include:

- the removal of a natural Officer vacancy factor of circa £1.9m
- a requirement to plan to recruit above establishment/headcount levels across the year to manage the risk of a £2m funding loss.

This is in addition to inflationary cost pressures (pay and non-pay) exceeding MTFP assumptions.



<b>Committee(s):</b> Resource, Risk & Estates Committee (for information) Police Authority Board (for decision)	<b>Dated:</b> 1 February 2023 15 February 2023
<b>Subject:</b> CoLP Income Strategy, including fees and charges 2023/24	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> PA Treasurer & Commissioner of Police Pol 17a-23	<b>For Information (RREC) / Decision (PAB)</b>
<b>Report author:</b> CFO / Deputy CFO (Strategic Finance)	

## CoLP Income Strategy

1. This paper provides a proposed CoLP Income Strategy for consideration and approval.

### Recommendations

2. It is recommended that Members of RREC note the two bullets below:
3. It is recommended that Members of PAB consider and approve the 2 bullets below:
  - the attached CoLP Income Strategy (Appendix A), and
  - fees and charges for 2023/24 remain in line with those set by the Metropolitan Police Services, with the exception of those for the Economic Crime Academy which will be set by CoLP to recover full economic cost (para 8 of this report and paras 24 to 32 of the income strategy).

### CoLP Income Strategy

4. A proposed Income Strategy has been developed and is attached at Appendix A for consideration and approval.
5. Charging for police services is a complex area and this Income Strategy has been developed with reference to national guidance on income generation and charging for police services.

6. The overall aim of the Income Strategy is to maximise Force income and to recover full economic cost wherever possible. It also recognises the need to be flexible when setting charges in order to align with Force objectives and to retain funders, so long as direct costs are recovered as a minimum and, other than in exceptional and justified cases, a contribution is made to indirect and overhead costs.
7. The Income Strategy adopts a standard approach to calculating the full economic cost of an activity, including the various cost elements of direct pay, direct costs, indirect costs and overheads. This will allow understanding of any under recovery, in effect subsidisation, within a proposed charge. To ensure consistency in charging, and income maximisation wherever possible across the Force, it is proposed that all new funding agreements and those due for renewal, are presented to the Strategic Finance Board for approval. Any proposed charge below full economic cost recovery would need to be justified. Updates and assurances will be provided to PAB via the quarterly financial reporting.
8. The Income Strategy is structured as follows:
  - Introduction (paras 1-3)
  - Strategy objectives (para 4)
  - Sources of income to police forces (para 5)
  - National guidance (paras 6-9)
  - Current CoLP income streams (paras 10-15)
  - Operational charging position (paras 16-32):
    - Funded units, commercial activity & partnerships (paras 16-23)
    - Fees and charges (paras 24-32):
      - General fees and charges (paras 26-29)
      - Special policing services charges (paras 30-31)
      - Economic Crime Academy (Para 32)
  - Conclusions (paras 33-34)
  - Appendices:
    1. CoLP draft budgeted income 2023/24
    2. Funded unit and specific grant agreements 2023/24
    3. Rate card for charging funded units, specific grants, commercial activity and partnerships 2023/24
    4. General fees and charges 2022/23 – based on MPS rates
    5. Special policing services charges 2022/23 – based on MPS rates
    6. Economic Crime Academy fees and charges 2022/23 – CoLP rates
9. The Income Strategy also considers fees and charges to be levied in 2023/24 (at paragraphs 24 to 32) and recommends that CoLP continues to levy charges in line with those set by the Metropolitan Police Service (MPS), with the exception of those for the Economic Crime Academy which will be set by CoLP to recover full economic cost. At the time of writing, rates for 2023/24 have not been published, but agreement is sought to apply these rates once available (2022/23 rates are appended for information).
10. Should this Income Strategy be adopted, an annual update of the strategy will be provided linked to budget setting. Also, going forward analysis will be provided to show the level of recovery against each (material) funding agreement.

## **Appendices**

- Appendix A – CoLP Income Strategy (plus Appendices 1 to 6 to the Income Strategy)

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# City of London Police Income Strategy

## Introduction

1. The City of London Police receives funding, generates income and recovers costs from several sources. The Force's high level aim is to maximise income and recover the full economic cost of providing services wherever possible to contribute towards and support the delivery of the Force's operational priorities as set out in its Policing Plan.
2. Pursuit of this aim is especially key given the ongoing effects of declining budgets and increasing demand on resources. However, whilst this is the overall aim, any approach to income generation, setting fees and cost recovery should be flexible as this is a complex area which must compliment the Force's strategic objectives. For example, a reduced charge could be considered appropriate to subsidise an initiative and thereby encourage its success, because this is key to the Force achieving its wider policy goals.
3. The purpose of this Income Strategy is to ensure that the Force identifies all potential sources of income, maximises them where appropriate and that proper controls are in place to manage income generation, set prices and recover costs.

## Strategy Objectives

4. The objectives of this Income Strategy are as follows:
  - Maximise income generation within the appropriate legal framework;
  - Adopt full economic cost recovery where possible, including appropriate allocations of indirect and overhead costs;
  - Consider comparability with other forces pricing and cost recovery;
  - Ensure that prices and the recovery of costs compliments the Force's operational objectives;
  - Consider the nature of the demand for the service and any competition when setting prices;
  - Ensure prices and the recovery of costs is in line with annual inflation, unless it is reasoned that this is not appropriate;
  - Consider and reflect national police guidance relating to income generation; and
  - Ensure a consistent process and governance structure is in place for managing income generation, setting prices and the recovery of costs.

## Sources of income to police forces

5. The different types of income generation activity the Force is able to engage in are categorised below:
  - Bids and Grants;
  - Sponsorship / Commercial Partnerships
  - Charitable Trusts
  - Charging for Services, Supplies and Products; and
  - Special Police Services

## National Guidance

6. The opportunities, risks and processes involved in each specific area of income generation are explored in depth in '**A Guide to Income Generation for the Police Service in England, Wales and Northern Ireland**' published by the Association of Chief Police Officers of England, Wales & Northern Ireland (ACPO) and endorsed by the Chartered Institute of Public Finance and Accountancy. APCO was replaced in 2015 by the National Police Chiefs Council (NPCC) which has since published specific advice on cost recovery titled '**National Policing Guidelines on Charging for Police Services**'. For more detailed guidance on the provision of Mutual Aid under Section 24 of the Police Act 1996 to other forces, please refer to the dedicated '**National Policing Guidelines on Charging for Police Services: Mutual Aid Cost Recovery**'.
7. The ability to charge for police services is generally determined by statutory provisions. The guidance issued by the NPCC covers the four main areas:
  - The provision of Special Police Services at the request of any person under [Section 25 of the Police Act 1996 \(as amended\)](#) which makes such services subject to payment of charges as determined by the PCC. Special police services generally relate to policing an event, e.g., a pop concert, or series of events, e.g., football matches;
  - [Section 26 of the 1996 Act](#) applies similar requirements to the provision of police services above but applies where they are delivered overseas;
  - [Section 15 of the Police Reform and Social Responsibility Act 2011](#) extends to PCCs the powers of the Local Authorities (Goods and Services) Act 1970 to supply goods and services to other bodies or persons. This may include services provided in competition with other providers, e.g., training or vehicle maintenance, where charges will reflect market rates, or services as a by-product of core police activity such as provision of collision reports; and
  - The provision of police services to other agencies such as the Home Office Immigration Enforcement (HOIE) or H.M Prison and Probation Service (HMPPS);
8. The NPCC guidance also provides a costing methodology and guidance on charging policy, both of which have been followed within this CoLP Income Strategy. The methodology can be used for calculating 'full economic' cost as well as 'total employable' and 'total direct' costs.
9. Application of the costing methodology at CoLP for 'Funded units, specific grants, commercial activity and partnerships' is set out in the section below titled 'Operational Charging Position', paragraphs 16 to 23. This section also sets out the 'Fees and Charges' to be levied by CoLP in 2023/24, paragraphs 24 to 32. In addition to the guidance set out in the Income Strategy, the national guidance set out in paragraph 6 should be referred to when setting charges. The national guidance is extensive, providing specific advice on charging in each area of police activity in the UK.



## Current CoLP income streams

10. The CoLP funding landscape is complex and diverse, with total budgeted income amounting to £193.7m in 2023/24. An income breakdown is provided at Appendix 1, which is summarised in the table below. It should be noted that the City of London Corporation (CoLC) provides income to CoLP as shown in the table (£27.5m BRP plus other funding of £0.7m), but the sum actually received (£24.3m in 2023/24) is after deducting capital financing charges payable by CoLP to CoLC (£3.9m in 2023/24).

<b>Table 1 - Draft Income Budget 2023/24</b>	<b>£m</b>
Government core grant (para 11)	76.7
Other Government grants (para 11)	69.8
Business Rates Premium (BRP) (from CoLC) (para 12)	27.5
Other CoLC funding (para 12)	0.7
Partnerships (para 13)	13.7
Fees and charges (para 14)	3.5
Use of POCA and other ear marked reserves (para 15)	1.8
<b>Total Income Budget 2023/24 (before capital financing charges)</b>	<b>193.7</b>
Less capital financing charges (charged by CoLC and deducted at source from the funding it provides to CoLP)	(3.9)
<b>Total Funding 2023/24 (after capital financing charges)</b>	<b>189.8</b>

11. CoLP funding primarily comes from its core grant from the Government, amounting to £76.7m for 2023/24 (39.6% of all income), which is provided to all police forces through a formula. Other specific Government grants total £69.8m (36.0% of all income), which includes funding for discharging CoLP's National Lead Force for Fraud & Cyber roles, CT grant and grant to cover CoLP's contribution to the Officer Pension Scheme deficit. Total Government grants amount to £146.5m in 2023/24, 75.6% of all funding.
12. Unlike other Police and Crime Commissioners (PCCs), the City Corporation of London does not have the statutory power to raise funding through a Council Tax Precept. Instead, the City provides funding to CoLP through the Business Rates Premium, which is 27.5m for 2023/24 (14.2% of all income). Other specific funding from the City is £0.7m in 2023/24 (0.4%).
13. Partnership income totals £13.7m in 2023/24 (7.1% of all income), comprising funding from third parties, mainly in the financial sector in the fight against fraud and economic crime.
14. Fees and charges income in 2023/24 amounts to £3.5m (1.8% of all income), including fees and charges derived from the sale of services, such as the provision of training. Fees and charges are revised annually in line with those levied by the Metropolitan Police Service (MPS). Please see paragraphs 24-32 below for further information.
15. The use of POCA and other earmarked reserves in 2023/24 is budgeted to fund £1.8m (0.9%) of expenditure. The application of general and earmarked reserves is considered when setting the annual budget in line with a separate Reserve Strategy, which has been approved by the RREC and PAB Committees and is available from the Finance Section.

## Operational charging position

### Funded units, specific grants, commercial activity and partnerships

16. All new funding agreements at CoLP must be based on the objectives of this Income Strategy, which will ensure full economic cost recovery wherever possible. Work is underway to review all existing agreements prior to their renewal date, with a view to ensuring full economic cost recovery going forward. Where existing contracts allow, attempts will be made to increase funding (or reduce services) to ensure full economic cost recovery if possible.
17. A list of funded unit and specific grant agreements for 2023/24 is shown in Appendix 2, together with their review dates. A list of partnership agreements can be found at Appendix 1. Further detail about each partnership agreement is contained within a separate annual report to PAB.
18. Charging relies on accurate recording and appropriate allocation of costs and, whilst charges should be based on full economic cost recovery wherever possible, the charging model adopted is based on NPCC guidance which identifies the various elements of costs, from actual direct costs only, or to the other end of the scale, to the full economic cost. The various costs elements are set out in the Full Economic Cost Recovery (FECR) model below, which allows the charging of costs according to different definitions.

Full Economic Cost Recovery Model	
1. Direct pay:	Salary London weighting London Allowance National insurance Pension Other allowances
2. Direct costs:	Overtime Apprenticeship levy Uniform Association of Train Operating Companies
3. Indirect costs and overheads:	Insurances Training City of London Corporation recharges Accommodation IT Cost of capital Support staff
4. Other specific direct costs to be added as employed:  <i>(this list of specific direct costs is not, exhaustive please add as required).</i>	Special ops shared service resources (incl. intelligence, investigations, forensics, custody CJS), Fleet, Firearms, Software licences, Subsistence, Specific Travel, Horses, dogs.

19. Section four of the FECR model identifies specific costs which may be applicable to some agreements, which should be charged for if employed.
20. Whilst the recovery of full economic cost is the aim of this Income Strategy, it is a key priority that all funding streams recover direct costs as a minimum (sections 1, 2 and 4 of the FECR model). Any contribution to indirect costs and overheads (section 3) is clearly a benefit, but the overall objective remains the recovery of full economic cost wherever possible, including the charging of specific direct costs (section 4) if employed.
21. There may be instances where it is not possible to recover the full economic cost from external funders, as some funders expect a contribution in kind from their chosen delivery partners. However, it may be considered that the benefit of additional income contributing towards indirect costs and overheads is beneficial.
22. Any new agreement or the renewal of an existing one must be approved by the Strategic Finance Board going forward. The report to the Board must identify the full economic cost of the services to be provided, which must have been verified by the appropriate Finance Business Partner. If a charge below full economic cost is proposed, then the report must explain why under recovery, in effect subsidy, of this work is recommended.
23. To aid the costing of funded services, the working model is based on the average salary for police officers and police staff as shown in Appendix 3. For 2023/24, the average full economic cost per police officer is £105,752 and per member of staff is £79,144, both of which exclude any specific costs, as listed in section 4 of the FECR model, which must be included if provided. In addition to average costs, the model shows the costs of officers and staff across all grades so it can be applied to specific ranks and grades to ensure the calculations are as accurate as possible.

## **Fees and charges**

24. The Force has an obligation to conduct an annual review of all fees and charges levied.
25. There are three sets of charges:
  - General fees and charges – based on MPS rates (Appendix 4)
  - Special policing services charges – based on MPS rates (Appendix 5).
  - Economic Crime Academy – costed by CoLP (Appendix 6)

### **General fees and charges**

26. Historically, CoLP has adopted the Metropolitan Police Service (MPS) schedule of general fees and charges, which is also recommended for adoption by the Force for 2023/24.
27. The last review of fees and charges was presented to the Police Authority Board (PAB) for the 2019/20 financial year, however, operationally, CoLP general fees and charges have been adjusted each year to reflect the annual revised schedule issued by the MPS. Commencing with this report, an annual review will be presented to PAB for consideration.

28. The schedule of MPS general fees and charges for 2023/24 has yet to be issued at the time of writing. Therefore, the schedule for 2022/23 is attached at Appendix 4 for information, which will be updated to 2023/24 values once published by the MPS.

29. Alignment with MPS general fees and charges is recommended to continue for several reasons:

- Alignment provides consistency across the London region;
- CoLP work in partnership and collaboration with the MPS on a number of operations including core policing services covered by mutual aid agreements and for private services;
- Both Forces have similar cost drivers for many services;
- By not increasing charges above MPS rates, it should ensure that CoLP is not priced out of the market and be less competitive than the MPS;
- Undercharging, compared to MPS rates, could lead to a failure to recover full cost; and
- Where appropriate, MPS rates incorporate charges set by statute for common items.

### **Special Policing Services charges**

30. In the case of Special Policing Services there is a specific statutory requirement under Section 25 of the 1996 Police Act (as amended) which permits the Force to provide Special Policing Services at the request of any person subject to the payment to the Force of charges on such scales as may be determined by the Force. Historically, CoLP has adopted MPS charges for special policing services, which is recommended to continue for the reasons set out in paragraph 29 above.

31. The schedule of special policing services charges for 2023/24 has yet to be issued at the time of writing. Therefore, the schedule for 2022/23 is attached at Appendix 5 for information, which will be updated to 2023/24 values once published by the MPS.

### **Economic Crime Academy charges**

32. The Economic & Cyber Crime Academy is a long-established centre of excellence for training the wider economic crime community. It originated from when CoLP was awarded the national policing lead for cyber and fraud in 2006. The Academy aims to recover full economic cost or make a small surplus for reinvestment each year. In spite of extremely challenging conditions over the last three years with covid, it has successfully adapted to delivering courses remotely as well as physically, and posted revenues of at least £1.5m over the last three years. A table of charges for 2022/23 is shown at Appendix 6. These charges are currently being updated in association with Academy's Finance Business Partner to ensure full economic cost recovery continues in 2023/24.

## **Conclusions**

33. Charging for services is a complex area and, whilst this Income Strategy aims to recover full economic cost wherever possible, it is important to be flexible when setting charges in order to align with Force objectives and to retain funders where a contribution is made to indirect and overhead costs. However, as a minimum any charge must recover all direct costs.

34. Going forward, the Full Economic Cost Recovery (FECR) model will be used to establish the various cost elements (direct pay, direct costs, indirect costs and overheads) which make up the full economic cost of an activity. This will allow understanding of any under recovery, in effect subsidisation, within the charge proposed. To ensure consistency in charging, and income maximisation wherever possible across the Force, all new funding agreements and those due for renewal, must be presented to the Strategic Finance Board for approval. Any proposed charge below full economic cost recovery will need to be justified.

## **Appendices**

1. CoLP draft budgeted income 2023/24
2. Funded unit and specific grant agreements 2023/24
3. Rate card for charging funded units, specific grants, commercial activity and partnerships 2023/24
4. General fees and charges 2022/23 – based on MPS rates
5. Special policing services charges 2022/23 – based on MPS rates
6. Economic Crime Academy fees and charges 2022/23 – based on CoLP rates

CoLP Finance

17 January 2023.

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<b>CoLP Draft Income Budget 2023/24</b>		<b>£m</b>
<b>Government Core Grant</b>		<b>76.7</b>
<b>Other Government Grants</b>		<b>69.8</b>
Pension Grants		23.0
Action Fraud / National Fraud Intelligence Bureau		12.7
FCCRAS Revenue		4.9
NPCC Cybercrime		4.5
Tactical Firearms Group		4.4
Fraud Reform		2.8
Economic Crime Capability		2.6
National Lead Force for Fraud		2.3
PUP PECT (30 officers, 4 ROCUs)		2.3
Enhanced Cyber Reporting		2.2
Economic Crime Victims Care Unit		2.2
Special Branch		1.3
National Cyber Security Programme - out of hours		1.0
Other		0.9
Project Servator		0.8
NCSP – Protect		0.7
PUP PECT (3 officers, London ROCU)		0.5
PUPL TFG Firearm Uplift		0.3
Counter Terrorism Security Advisor		0.2
Counter-Terrorism Prevent		0.1
Marine Support		0.1
<b>Business Rates Premium</b>		<b>27.5</b>
<b>Other City of London Corporation Funding</b>		<b>0.7</b>
Corporation - Contact Centre		0.7
Corporation - Cyber Griffin (£0.7m provided within BRP)		
<b>Partnerships</b>		<b>13.7</b>
Association of British Insurers		4.2
UK payments administration LTD		2.7
Intellectual Property Office		2.1
Project OLAF		1.5
TFL Recharge		1.2
Fraud Northern Hub		0.4
Policing the Bridges		0.3
Late Night Levy		0.3
Tower Bridge enforcement recharge		0.3
Secondment		0.3
Cyber Grant		0.2
Cyber Griffin		0.1
Bloomberg sponsorship		0.1
<b>Fees and charges</b>		<b>3.5</b>
Economic Crime Academy		1.6
Other		0.8
Recharges to capital projects		0.3
Secondments		0.3
TFG Training		0.2
International Training		0.1
Information Management		0.1
UK Road Offender Education		0.1
<b>Use of POCA &amp; earmarked reserves</b>		<b>1.8</b>
<b>Sub-total - TOTAL INCOME BUDGET (before capital financing)</b>		<b>193.7</b>
<b>Less capital financing charges</b>		<b>-3.9</b>
<b>TOTAL NET INCOME BUDGET 2023/24</b>		<b>189.8</b>

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<b>Committee(s):</b> Police: Resource Risk and Estates Committee  Police Authority Board	<b>Dated:</b> 1 February 2023  15 February 2023
<b>Subject:</b> City of London Police Risk Register Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1- People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol 19-22	<b>For Information</b>
<b>Report author:</b> Sasha McCauley, 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.

It is to be noted that the Force's Head of Governance & Assurance post is currently vacant and that arrangements are in place within the Strategic Development Unit to ensure interim measures are in place to ensure the risk management process is maintained and monitored.

## 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 22<sup>nd</sup> November 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 22<sup>nd</sup> November 2022 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
<b>CoLP ORG 01</b>	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
<b>CoLP ORG 02</b>	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
<b>CoLP ORG 03</b>	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
<b>CoLP ORG 04</b>	Failure to deliver the FCCRAS Programme.	Our Resources	Service Delivery Director	Extreme	Unlikely	16	RED	➔	Extreme	Unlikely	16	RED
<b>CoLP ORG 05</b>	Police Funding: Failure to maintain a balanced budget	Our Resources	CFO	Major	Possible	12	AMBER	➔	Major	Unlikely	8	AMBER
<b>CoLP ORG 06</b>	Estate does not meet operational requirements	Our Resources	Commissioner	Extreme	Unlikely	16	RED	➔	Major	Unlikely	8	AMBER
<b>CoLP ORG 07</b>	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
<b>CoLP ORG 08</b>	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
<b>CoLP ORG 09</b>	Failure to deliver on Change Portfolio Plan	Efficiency & Effectiveness	AC Ops (COO)	Extreme	Possible	<b>24</b>	<b>RED</b>	➔	Extreme	Unlikely	<b>16</b>	<b>RED</b>
<b>CoLP ORG 10</b>	Failure to implement to HMICFRS Inspection and CoL Internal Audit Recommendations	Efficiency & Effectiveness	AC Ops	Major	Unlikely	<b>8</b>	<b>AMBER</b>	➔	Major	Unlikely	<b>8</b>	<b>AMBER</b>
<b>CoLP ORG 11</b>	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	Unlikely	<b>16</b>	<b>RED</b>	➔	Extreme	Unlikely	<b>16</b>	<b>RED</b>
<b>CoLP ORG 12</b>	Failure to deliver Target Operating Model (TOM)	Efficiency & Effectiveness	Commissioner	Serious	Possible	<b>6</b>	<b>AMBER</b>	➔	Serious	Possible	<b>6</b>	<b>AMBER</b>
<b>CoLP ORG 13</b>	Loss of public confidence in professionalism and trust with Force	Efficiency & Effectiveness	AC Ops	Major	Possible	<b>12</b>	<b>AMBER</b>	➔	Major	Unlikely	<b>8</b>	<b>AMBER</b>
<b>CoLP ORG 14</b>	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	<b>4</b>	<b>GREEN</b>	➔	Serious	Unlikely	<b>4</b>	<b>GREEN</b>
<b>CoLP ORG 15</b>	Over recruiting PUP officers, this would mean Force would be over establishment	Efficiency & Effectiveness	AC Ops	Major	Likely	<b>16</b>	<b>RED</b>	➔	Serious	Unlikely	<b>4</b>	<b>GREEN</b>

Ref	Operational Risks	Associated Policing Plan Priority	Owner	Impact	Likelihood	Score	Traffic Light	Trend	Target Impact	Target Likelihood	Target Score	Target Traffic Light
<b>CoLP OP 01</b>	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
<b>CoLP OP 02</b>	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
<b>CoLP OP 03</b>	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
<b>CoLP OP 04</b>	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
<b>CoLP OP 05</b>	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
<b>CoLP OP 06</b>	Rise in Violent Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Likely	16	RED	➔	Serious	Unlikely	4	GREEN
<b>CoLP OP 07</b>	Rise in Acquisitive Crime	Keep people who live, work and visit the City Safe	Commander Ops	Major	Likely	16	RED	➔	Serious	Unlikely	4	GREEN
<b>CoLP OP 08</b>	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
<b>CoLP OP 09</b>	Lack of capacity and skilled 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
<b>CoLP OP 10</b>	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
<b>CoLP OP 11</b>	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
<b>CoLP OP 12</b>	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
<b>CoLP OP 13</b>	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
<b>CoLP OP 14</b>	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
<b>CoLP OP 15</b>	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
<b>CoLP OP 16</b>	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
<b>CoLP OP 17</b>	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
<b>CoLP OP 18</b>	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
<b>CoLP OP 19</b>	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
<b>CoLP OP 20</b>	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. There has been no change to the risk profile since the last update.

## **Risk Of Concern**

9. As highlighted in the last update, based on the current profile there are two risks of concern that the Force is seeking to mitigate and which are now being managed as issues within the Force (risk that have been realised) these are:

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

10. 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.

11. The crime levels are monitored on a monthly basis within the Force's Performance Board, this provides direction to Force taskings, and the Force is working to target criminality hotspots to tackle the current rising trends.

12. At the request of RREC in November 2022, both of these risks are the subject of a deep dive, the findings of which are presented as a separate agenda item today. The deep dive shows some initial positive findings including:

- Q3 is normally expected to be the highest reporting quarter in a financial year for volumes of violence offences, for the first time in 5 years this was not seen for Q3 22/23.
  - Victim based violence is now significantly reduced since last reported with volumes of this crime type moving to lower than the baseline year (2019/2020) by 4%
- These risks will remain on the Force Issue Log so that they can be further monitored and more long term performance tracked via the Audit & Assurance Board.

## **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)



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

## (C) Risk scoring grid

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

## (D) Risk score definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	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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<b>Committee(s):</b> Police Authority Board	<b>Dated:</b>
<b>Subject:</b> Draft Refresh of the Policing Plan 2022- 2025 (for 2023-34)	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1 - People are safe and feel safe.
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police	<b>For Information</b>
<b>Report author:</b> Alix Newbold and DCI Carly Humphreys, HQ Services	

## Summary

This report presents a draft refresh of the Policing Plan 2022-25 for the year 2023-24.

The Policing Plan informs the community, stakeholders and staff how the City area is to be policed.

The City of London Police and Court of Common Council (in its capacity as a Police Authority) are required to continue to publish a Policing Plan by the Police Act 1996 due to being exempt from the legislative requirement to publish a Police and Crime Plan.

Further to the previous update provided to the PAB in January 2023, this report now presents the final draft of the refreshed Policing Plan 2022-25 and Measures/ Metrics for the year 2023-24. Members should note that the Policing Plan Measures for the Financial Year (FY) have been presented for discussion at the 6<sup>th</sup> February 2023 Strategic Planning and Performance Committee (SPPC).

This report, containing the final draft of the refreshed Policing Plan 2022-25 is being presented to PAB for final comment, a typeset version will be presented to PAB for final approval in March. Publication of the Plan will take place on Friday 31<sup>st</sup> March 2023 rather than Saturday 1<sup>st</sup> April 2023.

## **Recommendation(s):**

Members note the content of this report and provide any final feedback.

## **Main Report**

### **Background**

1. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans<sup>1</sup>. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The City of London Police and the Police Authority Board continues to be governed by the relevant sections of the Police Act 1996 with respect to the publication of Policing Plans.<sup>2</sup> However, where possible the City of London Police and Police Authority has resolved to align the format of its Policing Plan with the general requirements of Policing and Crime Plans.
2. The responsibility for drafting the Policing Plan and advising the Police Authority on its contents remains with the Commissioner of Police. However, guidance and legislation are clear that the Police Authority must approve, own and issue the published plan.
3. The Police Act 1996<sup>3</sup> requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
  - i. the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
  - ii. its policing objectives for the policing of its area and the discharge by the City of London Police of its national or international functions during that year.
4. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.<sup>4</sup> Such priorities are currently articulated by the Strategic Policing Requirement; the The City of London Police's approach to this appears in the draft document. Additionally, the plan takes account of Government policy statements regarding reducing crime, addressing antisocial behaviour (ASB), and supporting the vulnerable.

### **Current Position**

5. Although the Policing Plan was published last year (2022) and will run until 2025, to ensure that the information remains current and relevant to inform our communities, residents, stakeholders and employees how the City area will be policed, a refresh of the Plan is published annually.

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<sup>1</sup> Police Reform and Social Responsibility Act 2011

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

<sup>3</sup> S.6ZB as above

<sup>4</sup> As determined under s.37A of the 1996 Act

6. The Policing Plan is now in final draft format. The only outstanding update will be 'Section 2: Efficient and Effective Service' as the latest financial position for 2023-24 will not be forecasted until the end of February 2023.
7. Members are asked to note that the Policing Plan still requires final proof-reading and formatting prior to publication.
8. The refresh has also included image updates to reflect upon the policing highlights of the previous year. Consent to use these images publicly is still being obtained from employees and therefore image content must not be distributed externally at this time.

### **Corporate & Strategic Implications**

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

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

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

Legal implications- See paras 1-3

Risk implications- N/A

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

Climate implications- N/A

Security implications- N/A

### **Conclusion**

9. Issuing and publishing a Policing Plan remains a statutory obligation on the City of London Police and Court of Common Council in its capacity as police authority. The draft document appended to this report represents a refresh of the Policing Plan to ensure that it is reflective of our current Policing environment and needs of our residents, communities, stakeholders and employees.
10. Members are asked to provide any final comments for feedback to [carly.humphreys@cityoflondon.police.uk](mailto:carly.humphreys@cityoflondon.police.uk)

### **Appendices:**

Appendix A – Draft Policing Plan Refresh 2022-25.

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## CITY OF LONDON POLICING PLAN 2022-2025

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

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# FOREWORD

## FROM POLICE AUTHORITY CHAIR AND CITY OF LONDON POLICE COMMISSIONER

### CHAIRMAN'S FOREWORD

Welcome to this year's refresh of the City of London Policing Plan 2022-2025, which sets out the City of London's priorities for ensuring that the Square Mile remains the safest business district in the world as well as its priorities as the national lead for fraud and cyber. For the City of London Police Authority Board, our vision is for the City of London Police to continue to be world-leading in its specialisms of protective security and tackling fraud, economic crime and cybercrime. Ensuring that the UK is hostile to fraud and cybercrime is essential for UK competitiveness.



The City of London is the heart of the UK's financial, professional services, and technology sectors. These businesses choose the City, London and the UK because of our leading position globally which is underpinned by our effective legal system, our strong regulatory regime and our focus in tackling economic crime. The City of London Police's role as the National Lead Force for fraud and National Police Chiefs Council's lead for cyber-crime, together with its close relationship with many private sector partners, mean that the City Police play a critical national and international role in this.

The City of London Police Authority Board will continue to prioritise protecting all those that live, work or visit the City and make it such a thriving place to be. We want everyone to be safe and feel safe at all times, which is why we will continue to invest in keeping the City safe from terrorism; ensuring we have a safe night-time economy; tackling violence against women and girls; reducing violent and acquisitive crime; and minimising anti-social behaviour.

Policing in the City of London and nationally will face many challenges in the years to come. Fraud and online crime are expected to remain as the most prevalent crime type, London and the City will continue to need to deal with the challenges of policing protest, and we have a need to improve confidence and public trust in policing. The City of London Policing Plan recognises these challenges and seeks to tackle them head on. The City of London Police Authority Board will continue to encourage collaboration with the private sector to tackle crime and improve community safety, and to make the case for policy and legislative changes which support the City and the UK's security.

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

**James Thomson**

Chair of the Police Authority Board

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## FOREWORD FROM CITY OF LONDON POLICE COMMISSIONER

**I am delighted to present year 2 of the 2022–25 City of London Policing Plan. This plan reflects our local role, where we are responsible for keeping the iconic City of London safe, alongside our national roles in relation to fraud, cyber and economic crime.**

Looking back over the last year, we saw the City continuing to come back to life with increased footfall and events: a welcome sight. At the same time, there were opportunities to showcase policing at its best, through the policing of the celebrations for Queen Elizabeth's Platinum Jubilee, and then sombre events in relation to Her Majesty's funeral, and successive events across the City for the proclamation of King Charles III.

During this period we have continued to build trust, confidence and legitimacy in our service. Delivering a professional and compassionate police service remains at the heart of this plan. This plan intentionally puts victims at its heart, and remains focused on creating a culture of equity and belonging across our workforce. Part of this has been through the roll-out of the new 'Our People' programme, which aims to develop a truly inclusive culture where our people feel trusted, well-led and well-supported by one another – that they belong.



Policing is a people business and living our values of professionalism, integrity and treating people with compassion, both inside and outside the organisation, remains key to how we operate. The way our services are delivered and received by the public and the way our people feel about working in the City of London Police, will be indicators of success.

Tackling crime requires an understanding of the root causes and a whole-system response. We will continue to work collaboratively with partners, including the Corporation, law enforcement and the public and private sectors to prevent and reduce crime and bring offenders to justice, locally, nationally and internationally. In doing so, we will also increase our engagement across our communities. Last year has continued to be a particularly challenging time for society and for policing, therefore working efficiently and effectively with our partners to provide the best outcomes for our communities and victims of crime remains a key priority for this plan.

I am proud to be leading the City of London Police and look forward to working collectively to deliver a modern engaging and professional service for all our communities.

**Angela McLaren**

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



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# SECTION 01

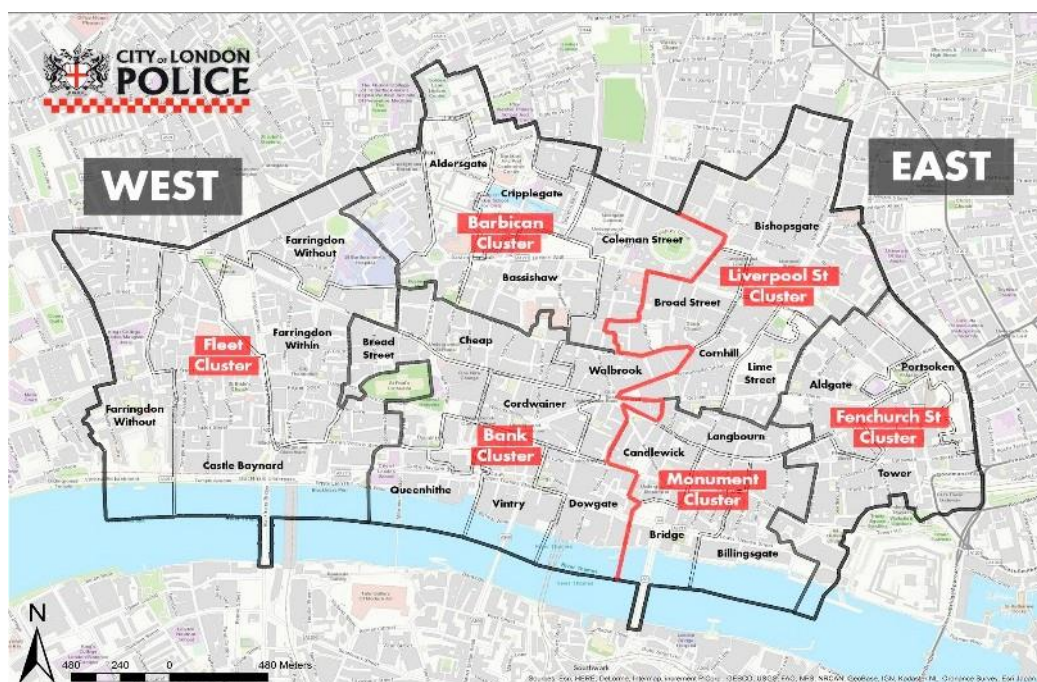
# BACKGROUND TO THE

# PLAN

# CITY OF LONDON POLICE AT A GLANCE

## OUR AREA

- The City of London is one square mile, with around 8,700 residents, and, in a typical year, 587,000 workers per day and over 21 million visitors annually.
- It is home to countless sites of historic, cultural, and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England and the London Stock Exchange.
- The City of London is one of the most important financial centres in the world and the economic heart of the United Kingdom.
- As national policing lead for economic and cybercrime, our area extends to the national and international.



## FROM 2022 TO 2023 WE HAVE...

- Deployed our Project Servator teams 1,492 times to protect the City from the threat of terrorism.
- Policed 32 protests in the City and supported policing of 32 in the Greater London area.
- Recruited 199 new joiner officers (22% female), including 109 student officers (18% from a minority ethnic background), and recruited 40 new police staff (50% female).
- Through Action Fraud we managed 2.1 million additional contacts relating to fraud and cyber crime freeing up 999/101 centre capacity or other crimes
- Deployed Operation Reframe on 8 occasions, leading to 236 licensed premises checks focusing on protecting women and girls in the City at night.
- Worked in partnership to keep the public safe and secure, during Her Majesty Queen Elizabeth II Platinum Jubilee Celebrations keeping circa 600,000 people safe with 1128 officers deployments
- Worked with policing partners and agencies in supporting the delivery of the largest ever ceremonial operation to mark the death of Queen Elizabeth II and the accession of His Majesty King Charles III keeping circa 570,000 people safe with 2,328 officer deployments.



# POLICING IN A CHANGING WORLD

The COVID-19 pandemic presented unprecedented challenges for Policing. It accelerated the adoption of technology and increased social isolation for some people, contributing to an increased threat from terrorism, fraud and cybercrime. Society is now adapting to a new normal, with the impact of the cost-of-living crisis and inflationary pressures affecting the well-being of our communities, impacting on the service provision of our partners and requiring for policing to do more with less financial resource.

In February 2022, the national terrorism threat was lowered to Substantial (meaning an attack is likely). The threat and profile of terrorism is changing. Self-initiated terrorists are becoming more prevalent and challenging to identify and stop. The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption.

The 2022 Crime Survey of England and Wales estimated that there had been a 37% increase in Fraud and Computer Misuse offences compared to 2020.

These crimes affect more people, more often, than any other crime type and cause significant harm to victims. Economic and cybercrime are serious and organised threats. A significant number of people committing fraud are also involved in other forms of serious and organised crime.

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

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

Various parts of the UK, including the City of London have been focal points for several protest groups engaging in criminal activity over the past year, which has caused disruption to the daily lives of our residents, business communities and visitors. In addition to our specialist capabilities to respond to the public order threats, our existing protocol arrangements with the Metropolitan Police, British Transport Police and Ministry of Defence (under Operation Benbow) has ensured there has been sufficient resources available to flex our response quickly to any escalation of disorder as well as resourcing pre-planned large-scale events. The Government's pledge to grant additional police powers will aid police forces across the country to tackle

disruptive criminal acts, whilst facilitating lawful protest and keeping the public safe.

The cost of living crisis has also brought fresh challenges to policing. The City particularly experiences the impact of this through increases in calls for service linked to vulnerability. Acquisitive crime is now back to pre-pandemic levels. Wider national public dissatisfaction is also felt across the City through transport strikes and increased protests which disrupt our residents, and those that visit and work in the City.

Since the start of the pandemic, work patterns of people and businesses have changed and restrictions on travel have impacted tourism. As of January 2023, retail and visitor footfall in the City of London area had increased by 15 per cent from the previous year and is now 75 per cent of pre-pandemic levels. The City of London Corporation Destination City' strategy aims to meet the challenges of the changing landscape and deliver sustainable investment into the future City economy. It is underpinned by exciting developments in its leisure and hospitality offer, built upon the City's unique heritage and culture.

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

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

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

Movements linked to Black Lives Matter and Violence Against Women and Girls have created momentum for social change. Tragic events and the behaviour of individuals in policing have provided a

platform for public concern about standards, racism, misogyny, and homophobia in policing. Public confidence has suffered, and City of London Police is committed to restoring trust among its communities.

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

The force will benefit from the significant student officer recruitment Police Uplift Programme to improve public safety and security. This additional resource has enhanced our overall visibility and response to crime and is gradually improving the diversity of our workforce. We are strengthening our commitment in neighbourhood policing and are increasing our dedicated ward officer numbers from 12 to 18.

We will also be investing further in our partnership and prevention hub working with our partners from the Safer City partnership to drive down neighbourhood crime and anti-social behaviour. Our problem solving and crime prevention work will also focus with partners on protecting the vulnerable, reducing the impact of mental ill health within the city, the effect of homelessness and begging and drugs on overall feelings of safety and crime in the square mile.

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

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

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



TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM,  
INTEGRITY AND COMPASSION

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# LISTENING TO OUR COMMUNITIES

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

## NATIONAL DRIVERS – POLICING PLAN 2022-25



## LISTENING TO COMMUNITIES

In providing a policing service to the City, it is important we listen to our communities and respond to issues the public feel should be a priority for the City of London Police. Our neighbourhood policing model delivered through our sector teams now encompasses cluster panel meetings. This provides opportunities for members of the community - residents and business - to meet quarterly to discuss crime and anti-social behaviour problems affecting them and agree local priorities.

Each year we undertake a community survey to capture the views of residents, workers and visitors to the City to identify what they feel are the priority areas for us to focus on.

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



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

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

**Violence and harassment** were the fourth priority identified in our survey. Key to this is our work with the licensing authority and businesses to ensure the night-time economy is a safe place for people to be and implementation of the new serious violence duty through the Safer City Partnership. We have detailed plans to tackle violence against women and girls and reduce crimes linked to the night-time economy.

Our measures for reducing neighbourhood crime directly address this priority, along with support for victims and

increased criminal justice outcomes.

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

All of these areas have now been adopted as key priorities for the Safer City Partnership, delivering improvements through dedicated Working Groups.

**Drug dealing and reducing the harm from drugs** remains a priority for the service and is linked to our work in disrupting organised crime, the Government's 10-year drug supply strategy and bringing to justice those who supply drugs in the City of London Police area. We are members of the new Combating Drugs Partnership established for City and Hackney.

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



## NATIONAL TO LOCAL

Policing is implementing national action plans to focus on Race and Inclusion and to reduce Violence Against Women and Girls. The Violence Against Women and Girls Strategy is now one year on, we continue to deliver locally alongside other activity to drive up standards of behaviour and create a culture of inclusion and belonging. The National Race Strategy has been reviewed and interpreted locally in force with delivery via a tactical Action Plan which aligns to the National Police Race Action Plan. Encouragingly, the City of London Police has been selected as an ice breaker force by the national leads in this area. Our work to transfer the learning from our Op Servator public engagement into Stop and Search approaches, and our Sponsorship Programme for black, asian and minority ethnic groups, are recognised as good practice.

## OUR PLAN

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

Bringing all this together, our Policing Plan has three operational priorities at a local and national level. To deliver these priorities as an organisation, we will be putting our people at the forefront, and leading with innovation and efficient and effective processes. Our priorities support our obligations under the Strategic Policing Requirement, which addresses those threats that transcend force borders and require a coordinated or aggregated response. Currently those threats are terrorism, civil emergencies, serious organised crime, public order, a national cyber security incident and child sexual abuse.

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# SECTION 02

## THE PLAN IN DEPTH

# OVERVIEW

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

## OPERATIONAL PRIORITIES

- KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE
- PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBERCRIME
- PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

## VALUES

- PROFESSIONALISM
- INTEGRITY
- COMPASSION

## ORGANISATIONAL PRIORITIES

- OUR PEOPLE
- OUR RESOURCES
- EFFICIENCY AND EFFECTIVENESS



## OPERATIONAL PRIORITIES

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

We will prevent and tackle crime, from the most serious offences affecting the most vulnerable, including terrorism and violence against women and girls, through to the lower-level crime we know concerns our communities, such as anti-social behaviour.

### PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBERCRIME

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

### PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will constantly improve the victim experience, from first contact to the end of judicial process, focusing on positive outcomes for victims and bringing more offenders to justice. For appropriate offences, this will include application of a national framework with the aim to reduce re-offending through diversionary activities.

## VALUES

### PROFESSIONALISM

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

### INTEGRITY

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

### COMPASSION

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

## ORGANISATIONAL PRIORITIES

### OUR PEOPLE

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

### OUR RESOURCES

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

### EFFICIENCY AND EFFECTIVENESS

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

# VALUES

## PROFESSIONALISM, INTEGRITY AND COMPASSION

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

### PROFESSIONALISM

- Professionalism is a trait that we value highly: it refers to doing things correctly in a timely manner and taking pride in everything we do.
- We will conduct professional and thorough investigations into crimes, doing everything possible to protect those who are most vulnerable.
- We expect our officers and staff to be committed to professional development, both for themselves and for those they supervise and to be able to make sound operational decisions based on discretion and common sense.
- We also want our employees to set an example to others. Our professionalism will ensure that we meet the requirements and demands of our communities by providing them with high-quality, timely, efficient, and effective services.

### INTEGRITY

- Integrity is about being trustworthy, honest and doing the right thing.
- We expect our officers and staff to have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.
- Our behaviour, actions and decisions will always support the public interest and those we work in partnership with.
- We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.
- We will ensure that the public can have confidence in the integrity of the data used and published by us. We will make sure that all crime is recorded ethically and in accordance with all current guidance.

### COMPASSION

- To ensure our communities receive the best possible service, our officers and staff follow our core value, acting with humanity and kindness.
- We believe in mutual trust and respect and in valuing diversity in our role, both as an employer and as a public service provider.
- We will support equality by creating an environment that maximises everyone's talents to meet our own needs and those of the communities we serve.
- We understand that every individual is unique. Compassion is essential to ensure that everyone is treated with care and respect, regardless of their differences.



# OPERATIONAL PRIORITIES

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

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

### REDUCING NEIGHBOURHOOD CRIME AND HARM

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

Our people provide a 24/7, 365 day a year service to keep those who live, work, study and visit the City safe. Our sector model concentrates on working at ward level with partners and communities to prevent and reduce crime and embed long-term problem-solving solutions. This includes expanding our business crime reduction partnership and working with the Business Improvement Districts and as part of the Safer City Partnership.

The Safer City Partnership is a statutory partnership that **brings together organisations and other partners with responsibility for keeping people safe**. It is responsible for the delivery of the Safer City Strategy. The Safer City Partnership plays a key role in reducing crime and other harms that affect those who live, work, and visit the City of London.

The partnership provides a strategic and collaborative platform for different agencies to come together and help make the City a safer place. It is responsible for delivering high quality community safety interventions for the benefit of the City of London and its neighbouring communities.

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

Low overall crime levels in the City make it one of the safest places in the country. However, since Covid-19 restrictions have started to ease, there has been a

significant increase in footfall in the night-time economy.

This has coincided with an increase in violence linked to alcohol and acquisitive crime. With the development of the culture mile, we will continue to work in partnership with our communities, both business and residential, our Safer City Partnership, and continue collaborating with the licensed trade, to reduce crime and vulnerability, focusing on violence against women and girls and reducing theft in the night-time economy.

We will continue to work in partnership with Transport for London and the Corporation to focus on keeping the City's road network safe, encouraging safer driving and riding, with an aim to reduce harm on our roads. We will work towards Vision Zero, eradicating deaths and serious injuries on our roads.

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

The City of London is often a focal point for protests, the majority of which are peaceful. We will continue to work with organisers, in partnership with the Corporation and other stakeholders, minimising disruption to the people who live, work, and visit the City to deliver well planned and safe events. We will continue to work with the Metropolitan Police, British Transport Police and our partners across London, to continually review our response, ensuring that our capacity and capability develops in line with the changing nature of protests.





### PROTECTING THE CITY FROM TERRORISM

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

The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption. Our priority activities support the national strategy of preventing people turning to terrorism, pursuing those who plot to carry out attacks, strengthening our protection against a terrorist attack and preparing to mitigate the impact of any attack.

We will implement learning arising from public inquiries and reviews into terrorist incidents locally and nationally to ensure continuous improvement in our approach. We are working with counter terrorism policing partners to ensure we embed the learning from the Manchester Arena Inquiry.

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

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

### SAFEGUARDING AND SUPPORTING VULNERABLE PEOPLE

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

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

Our response to domestic abuse, stalking and harassment, child abuse, sexual offending and hate crime is led by our Public Protection Unit. This is a significant area that spans the whole policing response, requiring not just the pursuit of offenders, but significant work to prevent crimes and increase the protection of the public.

Coordination of this is guided by a vulnerability action plan which seeks continual improvement, from initial response, through the investigative and judicial processes, to improved outcomes.

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



**PROJECT  
SERVATOR**  
TOGETHER, WE'VE GOT IT COVERED

## TACKLING SERIOUS AND ORGANISED CRIME

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

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

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

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

We will make full use of powers to prevent reoffending. We will proactively disrupt offenders involved in local crime and SOC and tackle repeat offenders who cause most harm through a multi-agency response to manage their behaviour and impact on the community.

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

# PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME

- Improving national fraud and cyber crime reporting services
- Developing the skills and knowledge to tackle economic and cyber crime
- Leading, coordinating and improving the national police response to economic and cyber crime
- Targeting illicit finance and protecting intellectual property
- Reducing business crime

## IMPROVING NATIONAL FRAUD AND CYBER CRIME REPORTING SERVICES

**We will improve the fraud and cyber reporting service through a programme of continuous improvement and implementation of a new Fraud and Cyber Crime Reporting and Analysis Service.**

The Fraud and Cyber Crime Reporting and Analysis Service Programme (FCCRAS) is currently developing a replacement and enhancement to the current Action Fraud technology. This new service will allow greater accessibility for the public and organisations to report fraud and cyber crime and improve the flow of crime, information and intelligence reports through the ecosystem. The procurement process has successfully selected suppliers to deliver the new service and it is expected to go live in 2024.

Implementation of the FCCRAS service will be underpinned by a continuous improvement programme over the next three years to increase ease of reporting by individuals and industry (including a new cyber reporting capability for business), maximise opportunities with financial institutions to stop and recover victim losses, and further roll out of the Economic Crime Victim Care Unit.

We will continue to raise awareness of the latest threats to help keep the public safe and improve the prioritisation of crime reports sent to forces to maximise disruption opportunities and prioritise threats with links to organised and violent crime.

## DEVELOPING THE SKILLS AND KNOWLEDGE TO TACKLE ECONOMIC AND CYBER CRIME

**We will continue to develop and deliver the highest quality training and continuous professional development to satisfy the needs of policing and other law enforcement agencies and government funded international capability building, while generating sufficient income to cover all costs.**

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

We are delivering a National Economic Crime Workforce Strategy with the National Economic Crime Centre that will make recommendations and put actions in place to improve the recruitment, onboarding, upskilling and retention of specialist investigators and staff into the economic crime sphere for policing nationally.

## LEADING AND COORDINATING THE POLICE RESPONSE TO ECONOMIC AND CYBER CRIME

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

City of London Police is the national policing lead for economic and cyber crime, responsible for setting the national strategy and coordinating the operational response. We will strengthen our approach to tackling economic and cyber crime, at a local regional and national level, aligning these portfolios and developing a joint capability strategy including the creation of the National Policing Centre for Economic and Cyber Crime.

Together, the City of London Police and Corporation have the unique ability to position the UK as the world- leader in tackling economic and cyber crime.

## IMPROVING THE POLICE RESPONSE TO FRAUD

**We will lead and support implementation of the National Fraud Strategy objectives, deliver and coordinate national pursue and protect campaigns against high harm threats and encourage greater prioritisation of fraud across policing.**

City of London Police has been working with the Home Office on the National Fraud Strategy which will see increased pursue and protect capabilities across City of London Police and Regional Organised Crime Units over the next three years. In addition, we are working with Police and Crime

Commissioners (PCCs) to influence greater prioritisation of fraud within their local policing and crime plans and seeking a greater involvement from PCCs in supporting victims.

We have visited all 43 police forces nationally to support and share good practice with fraud and economic crime teams. We will continue to lead national operational activity through our Lead Force Operations Room.

We will continue to broaden our investigative caseload to take a more proactive approach to targeting high harm threats and disrupting organised crime groups, working as part of a national network of investigators.

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

Recognising the fundamental need for a whole-system response, we will continue to work closely with key partners and stakeholders, in particular industry which has made a substantial investment in our work to tackle fraud, and the National Economic Crime Centre.





## IMPROVING THE POLICE RESPONSE TO CYBER CRIME

The National Police Chiefs' Council Cyber Crime Programme is led by the City of London Police and delivers the police contribution to the UK Government's National Cyber Strategy. The programme is focused on developing the capacity and capability of policing to tackle Computer Misuse Act offending effectively. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre, Cabinet Office and Home Office.

The programme oversees and supports cyber crime units in every force and regional organised crime unit in England & Wales and regional dark web operational teams, providing a comprehensive victim focused service meeting agreed minimum capability standards. The programme has over 30 projects building capacity and capability in areas such as training and development, equipment, technology, policy & process. National procurement has led to efficiencies of nearly £9m and the delivery of world leading capabilities for forces and regions. The programme also supports the operational response to major cyber incidents and oversees operational performance nationally.

The programme has built an effective, integrated policing capability at the local, regional and national level able to respond to major cyber incidents and reported cyber crime across pursue, protect, prepare and prevent.

Our focus over the next year is to become more data and intelligence driven. We will achieve this through a powerful enhancement of our collaboration with business. Critical to this will be the further development of our Cyber Resilience Centres and Police CyberAlarm as important offerings to help protect small and medium sized organisations. We need to move into the future exploiting the opportunities that modern technology and big data brings. Through working with business large and small, we can start to gather, analyse and use threat data in real time and at scale. Alerting organisations to attacks to help them protect themselves and deliver a more timely impactful policing response – whether that is pursuing UK based criminals, delivering more relevant protect messaging faster and preventing more young people from engaging in cyber crime.



NATIONAL  
CYBER  
RESILIENCE  
CENTRE  
GROUP

TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM,  
INTEGRITY AND COMPASSION

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## SECTION 02

## TARGETING ILLICIT FINANCE AND PROTECTING INTELLECTUAL PROPERTY

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

As the national policing lead for economic crime, the City of London Police has responsibility for the National Police Chiefs' Council portfolio for Financial Investigation and Intellectual Property.

The importance and opportunity that financial investigation provides in tackling crime has been recognised by government, leading to significant reform and investment from the Home Office. Over the next three years, we will see the replacement and upgrade of computer systems used across policing, the introduction of new legislation for asset recovery and the introduction of the Anti Money Laundering and Asset Recovery Programme which will deliver objectives set by a refreshed Economic Crime Plan v2 in 2023. We will lead and deliver the uplifted resources provided under this programme which will see significant increase in regional and central capability to reduce money laundering and increase the value of criminal assets recovered.

Stripping criminals of their illicit finances disrupts criminal activity, deprives them of their criminal lifestyles, protects communities from the harm caused by criminal gangs and sends a strong message to those who might otherwise be attracted to criminal lifestyles. Enhanced focus around the illicit finances of serious and organised crime is seeing greater use of legislation in the civil, as well as criminal, sphere of justice. Using intelligence generated from suspicious activity reports and the public/private sectors increased analysis of how organised crime groups are financed is a priority focus for the City's contribution to reducing the harm of serious and organised crime with new investment in capability being made.

## REDUCING BUSINESS CRIME

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

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

Recognising the Business Improvement Districts (BIDs) within the City, the NBCC has carried out a review of the Business Crime Reduction Partnership national standards and will be working with a range of partners to implement the report's recommendations to encourage greater engagement with BIDs. The standards provide a nationally recognised accreditation that improves information sharing and business reassurance. The NBCC will continue to work with the City Security Council with support from their Security Industry Authority Seconded to ensure that the City is at the cutting edge to adopt the forthcoming protect duty.

# PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

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

## PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO

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

We will continually review our approach in how we support victims of crime, ensuring that they receive the best available service. This will be regularly scrutinised by the Police Authority Board.

We are establishing mechanisms of regular surveying of victims to understand our impact and provide opportunities for learning and service improvement. We will ensure all officers and staff are trained in and applying the Victim Code of Practice.

## DELIVERING AN IMPROVED CRIMINAL JUSTICE SERVICE

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

Aligned with national ambition, we will ensure our services support the delivery of swift justice that works in the interests of people and protects UK businesses. We will ensure our staff are well equipped to prepare cases for court and improve in areas such as disclosure, delivering against national action plans locally.

To break the cycle of crime, drug testing of offenders will continue to take place as part of our custody process and the necessary referrals and action taken with partners to divert offenders into treatment and rehabilitation.

In line with national ambitions, we will incorporate improving support to female victims of violence throughout the criminal justice process into our work.

Throughout this policing plan there are a range of activities that aim to improve our effectiveness in fighting crime and keeping people safe. Our aim is to ensure that we are as effective as we can be at detecting crimes. City of London Police has one of the highest positive outcome rates nationally and we wish to maintain that position.

# ORGANISATIONAL PRIORITIES

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

## PEOPLE

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

## RESOURCES

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

## EFFICIENT AND EFFECTIVE SERVICE

- Ensure efficient and effective use of our funding and resources to provide best value for money, through single service provision, removing duplication and constantly challenging ourselves to be the best we can be.
- Ensure our processes and systems are effective and efficient to support the needs of our communities, for example, making it easy to report crime and access information.
- Ensure our response is tailored to the needs of the communities we serve.
- Work collaboratively with our partners in law enforcement and other sectors to ensure the best outcomes for our communities and victims of crime.
- Ensure, through vigorous workforce planning, that our people are allocated in a way that optimises delivery of these policing plan priorities.



# OUR PEOPLE

## COMMITMENT TO EQUITY AND BELONGING

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



This requires a change in culture and dedicated resource to drive improvement. A Professionalism and Trust lead has been appointed with a team to deliver against a comprehensive diversity and inclusion plan. Improving internal culture has been at the forefront with considerable work already begun through the launch of 'Our People Inclusivity Programme' which will provide a long-term framework to develop and embed a culture of inclusion, equity and belonging.

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

A key to success is attracting and retaining the very best police officers, staff, and volunteers, and ensuring our people reflect the community of London in relation to ethnicity, gender, beliefs, sexual orientation, and

background. We will continue to build on the recent recruitment campaigns that have increased the visible diversity of our officers, staff and cadets. Internally, we will foster a culture of equity and belonging. The way our people feel about working at the City of London Police, the service it provides and the people they work with must be seen as a key indicator of success in building trust with the public itself.

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

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

INDEPENDENT ADVISORY AND SCRUTINY

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

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

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

AN ORGANISATION THAT LEARNS FROM EXPERIENCE AND CONSTANTLY STRIVES TO IMPROVE

Policing is difficult and complex. We will continue to embed a culture of continuous learning and development and a culture where we encourage our staff to seek out lessons from other organisations, experiment and test new ideas and more consistently use feedback from colleagues, partners, public and academia to improve our approach.

We will actively capture learning and embed appropriate reform from policing events and failures, such as recommendations from the Operation Hotten report, Baroness Casey Review and Child Q report. This is monitored through our Renewing and Rebuilding Trust and Confidence Board.

We also remain focused on recommendations for improvement from HMICFRS, the College of Policing and others to ensure we are continually striving for excellence in all we do.

We will prioritise learning and development for our staff to provide the very best technical skills to do the job, but also developing skills around leadership, performance improvement and diversity and inclusion. We will focus on evidence-based policing and encourage use of academia to deliver better services.

## OUR RESOURCES

Our Policing Plan is underpinned by investment in future technologies, equipment and estates that enable us to be at the forefront of policing and emerging crime threats.

Over the life of this plan, we will develop a portfolio of change to ensure the City of London Police remains an effective and efficient force. Our roadmap of change summarises some of the key programmes within the portfolio, which will enhance capabilities and deliver a better service for the public.

We will consider how technology can encourage greater participation of the public in policing and continue to transform and exploit technology to assist and support how we engage with our communities across the City.

We will improve data quality, security, accessibility and availability to improve outcomes for the public. We will ensure our officers and staff are well trained in digital investigation and forensics to be at the forefront of crime investigation.

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

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

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



In partnership with the Corporation of London, we have a key role in safeguarding and promoting the City's future. We will continue to work together to reduce the impact we have on the environment and at the same time support the changing and future economic plans of the City of London. We will take a balanced approach to sustainable policing, demonstrating budgetary responsibility, promoting economic, social and environmental development, but ensuring increasing the trust and confidence the public have in us as a police service remains our main goal.

# EFFICIENT AND EFFECTIVE SERVICE

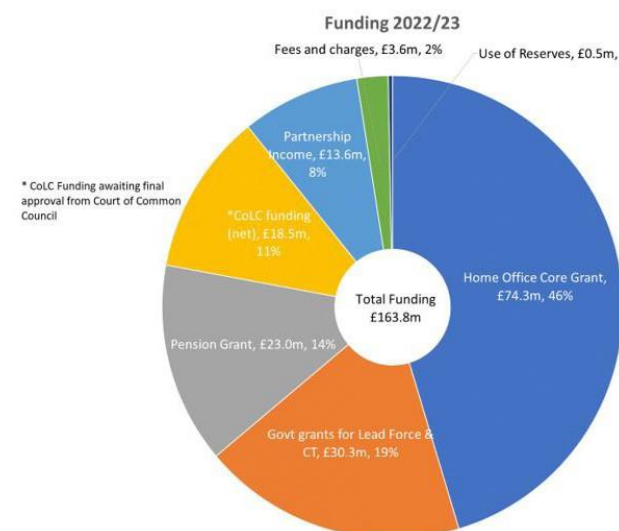
## FUNDING

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

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

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

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



## FUNDING 2022/23 – PIE CHART BREAKDOWN

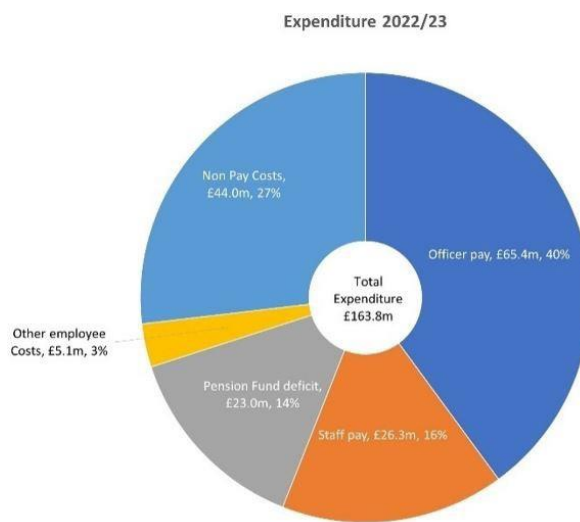
Home Office Core Grant, £74.3m 46%  
 Govt Grants for Lead Force & CT, £30.3m 19%  
 Pensions Grant, £23m 14%  
 COL Funding (net), £18.5m 11% (COL funding awaiting final approval from Court of Common Council)  
 Partnership income, £13.6m 8%  
 Fees and charges, £3.6m 2%  
 Use of reserves, £0.5m  
**Total Funding £163.8m**

## WHAT WE SPEND

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

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

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



## EXPENDITURE 2022/23 - PIE CHART BREAKDOWN

Officer pay, £65.4m 40%  
 Staff pay, £26.3m 16%  
 Pension Fund deficit, £23m 14%  
 Other Employee costs, £5.1m 3%  
 Non Pay costs £44m 27%  
**Total Expenditure £163.8m**



## INSPECTION, AUDIT & IMPROVEMENT

To ensure we continue to deliver policing services at the expected level, we are regularly engaged and held to account with inspections from Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS), which makes recommendations and identifies areas for improvement.

As with all Home Office police forces, we are subject to the Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection process, as well as contributing to HMICFRS's thematic inspections programme on specific aspects of policing.

Over the last year City of London Police has been subject to ongoing thematic inspections, which have focused on how we tackle serious and organised crime, how we treat victims and respond to crime and how we deal with counter corruption and vetting.

The PEEL report and other recent thematic inspections are expected to be published at the end of the first quarter of 2023.

HMICFRS currently grades forces' performance from Outstanding, Good, Requires Improvement, or Inadequate. Recent changes to the grading system means that it will not be possible to make direct comparisons between the grades awarded previous PEEL inspections. However, our Policing Plan will continue to be developed against any HMICFRS grading to ensure that we focus our priorities on recommendations for improvement made.

Our last PEEL inspection was undertaken in 2018/19 and graded the Force as follows in the five areas of PEEL:

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

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

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

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

Both our inspection and audit reports are reported to our Police Authority Board, which retains oversight on implementation of recommendations and areas for improvement. The result of all these programmes is to continually drive improvement in all aspects of services that we deliver to the public.

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TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM,

## PERFORMANCE MEASURES

Measure	Policing Plan priority
Reduce neighbourhood crime (neighbourhood crime consists of; burglary residential, robbery personal, vehicle crime and theft from the person offences) <sup>1</sup>	Keep those who live, work, and visit the city safe and feeling safe
Reduce violent crime (violent crime consists of; homicide, violence offences, stalking and harassment and sexual offences)*	Keep those who live, work, and visit the city safe and feeling safe
Reduce anti-social behaviour	Keep those who live, work, and visit the city safe and feeling safe
City of London Police positive outcome rate is higher than the national average (charge, caution, community resolution)	Keep those who live, work, and visit the city safe and feeling safe  Protect the UK from the threat of economic and cyber-crime
National positive outcomes for economic and cyber crime are increased (charge, caution, community resolution)	Protect the UK from the threat of economic and cyber-crime
Law enforcement capabilities to tackle economic and cyber crime are developed through training and accreditation	Protect the UK from the threat of economic and cyber-crime
Action Fraud victim satisfaction levels are improved	Put the victim at the heart of everything we do
City of London Police victim satisfaction levels are improved	Put the victim at the heart of everything we do
City of London Police is a psychologically and emotionally healthy place to work (bi-annual measure)	Our people
City of London Police workforce engagement levels are increased (annual measure)	Our people
City of London Police recruitment activity is improving how well its workforce reflects the communities it serves	Our people
Financial outturn is within 1% of forecast (bi-annual measure)	Our resources
Staff agree they are well equipped to do their job (annual measure)	Our resources

<sup>1</sup> National Policing Performance Measure

Measure	Policing Plan priority
The public feel safe	Efficiency and effectiveness
The public have confidence in City of London Police	Efficiency and effectiveness

INTEGRITY AND COMPASSION

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# SECTION 03 DELIVERING THE PLAN

# BUSINESS PLANNING AND CHANGE

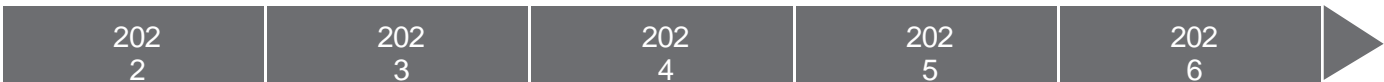
To meet the ambitions of this plan we cannot stand still. We will ensure we have the right business planning and delivery and be investing in the right change programmes to modernise and professionalise our service delivery.

The City of London Police is delivering a series of projects to improve the service we deliver to your communities.

These projects cover all areas of the force, using innovation, new technology and products to make our processes more efficient and effective, to deliver a better service to the public and release officer and staff time to

focus on enhanced and visible policing for our communities.

A high-level representation of current programmes and projects is shown below..



OPERATIONAL PROJECTS:

Secure City, ongoing to 2026 and beyond.

Fraud and Cybercrime Reporting Service, ongoing to end of 2024.

Cybercrime programme, ongoing to end of 2025.

Emergency Services Mobile Communication Platform, ongoing to end of 2025.

Improved contact, command and control, ongoing to end of 2024.

Improved forensics, ongoing to mid 2025.

Improved interoperability with Criminal Justice Service, ongoing to mid 2026

ORGANISATIONAL PROJECTS:

Ethics, culture and leadership development, ongoing to end of 2024.

Police accommodation, ongoing to 2026.

Cloud and enhanced security, ongoing to end 2023.

National Enabling Programme, ongoing to 2026.

Enhanced data and analytics programme, ongoing to end 2023.

Fleet improvement, ongoing to the end of 2025.

## WORKING COLLABORATIVELY

We recognise we cannot deliver everything in this plan alone. We will work closely alongside a broad range of partners, from local to national and international (including British and other governments) to ensure our service is effective and efficient in protecting victims and communities. Engagement will be further developed with the implementation of the Stakeholder Engagement Plan, which underpins this Policing Plan.

### CITY OF LONDON CORPORATION

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

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

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

### SAFER CITY PARTNERSHIP (SCP)

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

### PRIVATE INDUSTRY ASSOCIATIONS

Our work tackling fraud particularly benefits from close association with UK Finance, Association of British Insurers and CIFAS, amongst others.

### INTERNATIONAL ORGANISATIONS

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

### NATIONAL CRIME AGENCY AND NATIONAL ECONOMIC CRIME CENTRE

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

## ROLES AND RESPONSIBILITIES

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

### THE ROLE OF THE POLICE AUTHORITY BOARD IS TO ENSURE:

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

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

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

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

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

### THE ROLE OF THE COMMISSIONER OF POLICE

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

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



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

HMICFRS - Home

<https://www.justiceinspectorates.gov.uk/hmicfrs/>



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

Working together | College of Policing

<https://www.college.police.uk>



The Independent Office for Police Conduct oversees the complaints process nationally

Independent Office for Police Conduct

<https://policeconduct.gov.uk>

# CONTACT US



[www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority](http://www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority)



Provide feedback on this plan via:  
[www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)



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in an emergency always dial **999**



Textphone service **18001 101**



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## PUBLIC ENQUIRIES AND REPORTING CRIME:



[www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)



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



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



Anti-terrorist hotline **0800 789 321**





<b>Committee(s):</b> Strategic Planning and Performance Committee  Professional Standards and Integrity Committee  Police Authority Board	<b>Dated:</b> 6 February 2023  8 February 2023  15 February 2023
<b>Subject:</b> Update on Violence against Women and Girls activity	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1- People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: Commissioner of Police</b> Pol 23-23	<b>For Information</b>
<b>Report author:</b> 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<sup>1</sup>. 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.

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<sup>1</sup> This document uses the following Home Office definition of VIOLENCE AGAINST WOMEN AND GIRLS: "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 Violence Against Women and Girls, detail of the background to this report was fully described in the previous quarterly reports to your Committees.

### **Current Position**

#### Key Milestones (Quarter 4)

- **Performance Measures:**  
As the violence against women and girls Action Plan approaches its first year of implementation, a review of performance measures and success against those will be an ongoing piece of work. Already, the CoLP has a dedicated violence against women and girls 'Power BI' dashboard which provides real-time information to show the locations of our violence against women and girls hot-spots and repeat perpetrators. This is used to inform deployments, such as Operation Reframe, to provide a proactive problem-solving approach to tackle violence against women and girls.
- **Professional Standards Department (PSD) – Strategic Reporting and Governance:**  
In the last year, PSD has conducted a significant number of Strategic Reviews on behalf of the force. These were completed following national requirements, or as a response to nationally significant events, or reports relating to other forces. All reviews have had Strategic oversight from the force Chief Officer Team as well as the PSIC and PAB. The reviews include:
  - Force review of juvenile strip searches following the Child Q report publication;
  - Historical review of police perpetrated domestic abuse and sexual misconduct cases, with responses to the Police Perpetrated Domestic Abuse Super Complaint;
  - Force response to Operation Hotton; and
  - National HMICFRS recommendations relating to Vetting and Counter Corruption.

Recommendations and actions arising from these reviews now have a clear process to ensure strategic oversight of their progress. This includes six monthly reviews at PSIC, oversight through the force's internal Renewing and Rebuilding Trust and Confidence Board, and oversight by the Organisational Learning Forum (OLF). A role has been created to provide senior management oversight of such



recommendations in the future, this role is currently coordinating the force response to the HMICFRS recommendations.

To note, the first meeting of the newly refreshed OLF was held in October 2022. Chaired at Commander level, this has now provided a dedicated space for these recommendations to be monitored and ensure progress is made.

## **National**

In October 2022, a NPCC (National Police Chief's Council) event was held for forces to gain an overview of collective progress. A key theme being that the focus of the NPCC violence against women and girls taskforce should remain on professionalism, trust and confidence. The three pillars of activity (cited in this report as NPCC objectives) will continue to drive bespoke activity to combat violence against women and girls. Further work is also being reviewed to ensure that the violence against women and girls Strategy aligns with the National Race Strategy, in particular regarding how policing engages with black and minoritised women, and how we improve trust and confidence amongst those communities.

Following on from this, the CoLP Professionalism & Trust team has met separately with DCC Maggie Blyth (NPCC violence against women and girls lead) in December 2022 to confirm areas of force focus for 2023, which will be set by the NPCC as follows:

- Domestic Abuse performance – specifically to review our overall response to reports of police and non-police perpetrated abuse. This will include the 'voice of the victim' within the case management, case file standards and case attrition rates.
- Improving Criminal Justice outcomes for Domestic Abuse, Rape, Serious Sexual Offences and, Stalking and Harassment – specifically case file standards and improving our support to victims throughout the criminal justice process.

The CoLP will ensure that these areas of focus are reflected upon in our refresh of our violence against women and girls Strategic Delivery Plan as we enter Year 2 in April 2023.

## **Regional**

2. The CoLP remains in a working group with the British Transport Police and Metropolitan Police. A violence against women and girls conference is being arranged by the Crime Prevention Association (CPA) to take place at the Guildhall on Monday 27<sup>th</sup> February with guest speakers from BTP (Chief Constable Lucy D'Orsi) and Met Pol (tbc). CoLP will also be providing representation and have a speaking slot to update attendees on our current work and future plans. Guests are being invited predominantly from the private sector, across a variety of industries. The aim of this conference is to improve awareness, showcase a collective pan-London

response to violence against women and girls and identify opportunities for future collaboration.

### **Local**

3. Since our most recent update to members in November 2022, the CoLP has continued to develop work to tackle violence against women and girls by delivering sustainable change, as outlined in the key milestones. A deep dive of our internal violence against women and girls Action Plan was completed in December 2022, to ensure that operational progress is maintaining pace.

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.

- HeForShe<sup>2</sup>: This has now been launched internally and registration has begun for male employees to become HeForShe Allies. A HeForShe workshop has been arranged for Allies on the 31<sup>st</sup> January 2023 which will be launched by Assistant Commissioner Betts with the National HeForShe lead facilitating the event.
- Listening Circles: Our programme of Listening Circles remains well attended. The next Listening Circle is scheduled for the 23<sup>rd</sup> January 2023, following this a quarterly report of themes raised and action taken in response, will be presented to the Renewing and Rebuilding Trust and Confidence Board. The programme has now been recognised as a 'Good Practice' example in the annual report for 'Gender Equality in UK Policing' (Appendix A: Listening Circles – A Good Practice example).
- Leadership and Culture: The 'Our People' Inclusivity Programme has now commenced with sessions delivered across November and December. The sessions planned for January are currently being rearranged due to the national rail strikes. These events have been extremely well attended with overwhelmingly positive feedback. There remains a continuous internal advertisement campaign to promote these events and informing how they complement not only the new 'Our People' development framework, but also our wider work to improve trust and confidence (Appendix B: Professionalism and Trust activity poster).

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<sup>2</sup> [Home Page | HeForShe](#)

## **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.

- **Police-Perpetrated Domestic Abuse (PPDA):** A new area of focus for Policing nationally has stemmed from the super-complaint into PPDA. In response to IOPC and HMICFRS recommendations, PSD have worked closely with our Public Protection Unit to develop process maps to ensure that both conduct matters, and any criminal investigation are jointly co-ordinated. This also now includes memorandums of understanding with external forces who could be managing future criminal investigations for our employees. This aligns to national recommendations and has also been presented to PSIC.
- The Government has released the first report from Operation Soteria, a unique Police and CPS programme to develop new operating models for the investigation and prosecution of rape by June 2023. These findings will be adopted by forces to improve their response to rape and other sexual offences. The CoLP has begun to engage in national working groups to ensure that we adopt and implement these recommendations at the earliest opportunity. This work will also complement our current focus of rolling out mandatory Domestic Abuse Matters training and Vulnerability training across the force, in addition to the 100% resourcing uplift in our Public Protection Unit which has already taken place to improve standards of initial response, investigation, supporting victims and bringing offenders to justice.

## **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.

- **Operational activity against Gender-Based Violence:**

A dedicated communications campaign to highlight this work was promoted internally and externally in which the Commissioner outlined the activity we will be taking, which included:

**White Ribbon Day:** On the 25<sup>th</sup> November, CoLP promoted its commitment to help eliminate Violence Against Women, also known as the national ‘White Ribbon Day’. This involved a specific briefing to explain the importance of the day for all front-line officers being asked to wear a white ribbon by the Professionalism and Trust team.

The force’s Christmas campaign ‘Operation Tinsel’ also began on the 21<sup>st</sup> November and ran until the 23<sup>rd</sup> December to encompass our

policing response to both the festive period and the World Cup. Officers from across the force provided a highly visible policing presence in the Square Mile day, night and day, to reassure the public and deter offenders. The focus was aligned to crime types which impact upon residents, communities and stakeholders at that time of year, in particular violence against women and girls, alcohol-related violence, inappropriate sexual behaviour, anti-social behaviour and acquisitive crime.

The headline results from Operation Tinsel are:

- *227 deployments from CoLP officers, 893 people engaged with and offered safety advice.*
- *19 arrests made.*
- *31 stop and searches resulting in 22 positive outcomes.*
- *High Harm offences were reduced by a total of 52% compared to the same period in 2021 (GBH -83%, Serious sexual assaults -60%, and allegations of drink spiking -36%)*

Following White Ribbon Day, CoLP supported the UN Campaign to mark 16 days of Activism against Gender-Based Violence, this included three key activities:

- (i) Paternoster Square Security event:  
In December 2022, members of the Professionalism and Trust team presented at the Paternoster Square security forum. This enabled the team to meet security managers and business stakeholders and update them on the work which CoLP is delivering on to combat violence against women and girls. It also provided an opportunity to brief attendees on the NPCC drink spiking campaign, Ask for Angela and practical steps which security and venue employees can use to keep women and girls safe in the City.
- (ii) Paternoster Square Engagement event:  
In December, the Professionalism and Trust team hosted an engagement event at Paternoster Square with the support of our Sector Policing officers. This provided an excellent opportunity for our teams to engage with businesses and members of the public to update them on the work that CoLP is doing not only to prevent Violence Against Women and Girls, but also to rebuild trust and confidence amongst our communities. A number of personal safety alarms were given to women, and engagement with businesses around the Ask for Angela campaign and drink spiking, provided reassurance to employees about what action they could take in keeping women and girls safe using their venues.

(iii) Operation Reframe:

The 3<sup>rd</sup> December saw the CoLP, and partners run its monthly event to keep women and girls safe in the night-time economy. Deputy Chief Constable and NPCC violence against women and girls lead, Maggie Blyth, joined to see the initiative first-hand. A video of the operation has been filmed and promoted externally to demonstrate our commitment to improving the safety of women and girls in the City at night. The video can be viewed using the following link (<https://twitter.com/citypolice/status/1603797102127038464?lang=en>).

The event was extremely well attended and enabled significant preventative work to be completed, including:

- Ask for Angela: 7 venues tested with 6 passing (re-training has been arranged for the failed venue).
- Interventions:
  - St John Ambulance dealt with 3 incidents which negated the need for ambulance and police deployments.
  - 4 arrests made.
  - 24 welfare tent interactions, including 3 females being helped to get home safely.
  - 22 drinks tested across 2 venues for drugs, all which proved negative for drink spiking.
  - 32 licensed venues visited as a multi-agency approach.

To assist in evaluating the impact of Operation Reframe, a trust and confidence survey was completed with members of the public. The results provided positive feedback around the visibility of police and linked feelings of safety:

*“79% of people surveyed said they strongly agreed or tended to agree, that seeing a police officer in uniform made them feel safer*

*86% of people surveyed said that they strongly agreed or tended to agree that they would be confident to approach and speak to a uniformed officer.*

*86% of people surveyed said they strongly agreed or tended to agree that they would be confident in approaching a guardian volunteer.”*

## **Governance**

4. The COLP's strategic and tactical delivery on violence against women and girls is being scrutinised at a national and local level, as advised in previous committee reports.

## **Conclusion**

5. The CoLP continues to work in partnership with the City of London Corporation to enhance the City of London's response to violence against women and girls. This report has highlighted some of the initiatives which have taken place to support this partnership and also our wider delivery of the NPCC violence against women and girls 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:** Listening Circles – A Good Practice example.

**Appendix B:** Professionalism and Trust activity poster.

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Detective Chief Inspector

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## City of London Police

### Good practice example

Listening Circles for female colleagues will take place throughout this year aiming to deliver real change for women working for the City of London Police. This forms part of the force's overarching commitment to tackling Violence against Women and Girls (VAWG).

The Listening Circles initiative follows on from City of London Police Commissioner's forums, which were introduced to understand the feelings of the female workforce and act where concerns were raised. These forums were successful, not only in that they were well attended but that they also provided opportunities for the City of London Police to review historic incidents and support employees raising concerns.



Moving forward, female officers and staff of all ranks and grades within the City of London Police can take part in one of the in-person or virtual Listening Circle sessions. These sessions are a safe space for colleagues to share experiences and concerns and collectively find solutions to issues. They will be chaired by a member of the Professionalism and Trust and everything discussed will be confidential, with only key themes to be taken to the Trust and Confidence Board for awareness and support.

Following on from the Commissioner's forums there have already been two introductory listening circles held by the force, where the 25 women from across the force who signed up to participate, agreed: the purpose of holding Listening Circles; how these will run in force; and aspirations for future sessions.

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# LAUNCH OF OUR INCLUSIVITY PROGRAMME

Please visit COLP intranet for a list of available dates

Guest speakers include:



Angela McLaren  
Commissioner



Raj Kohli  
Chief Superintendent  
Hampshire Police

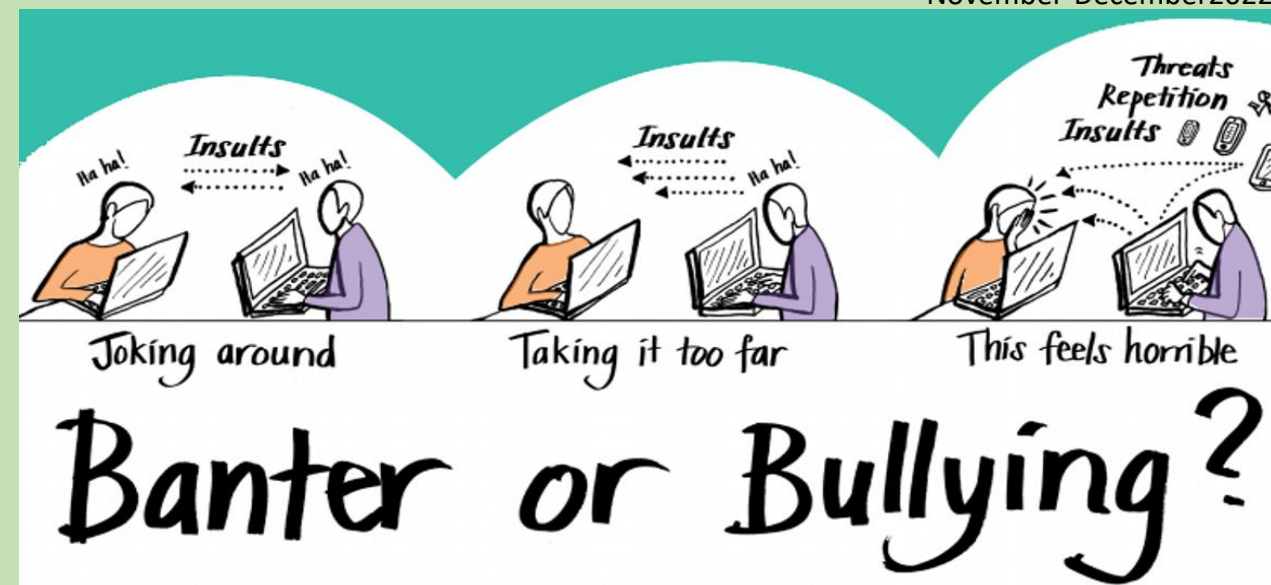


Sanjay Andersen  
T/Chief Superintendent



Kate MacLeod  
T/Superintendent

**ALL STAFF  
MUST ATTEND**  
Please book your place via Sharepoint



For more info search for Focus on... Banter ([sharepoint.com](https://sharepoint.com))

## 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

### 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

LINKS



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

Coming soon...



25th November is White Ribbon Day which is followed by 16 days of action to end male violence against women.

Professionalism

Integrity

Compassion

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<b>Committee(s):</b> Professional Standards and Integrity Committee  Police Authority Board	<b>Dated:</b> 8 February 2023  15 February 2023
<b>Subject:</b> Quarterly Equality and Inclusion Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1 and 3
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol 32-23	<b>For Information</b>
<b>Report author:</b> Kam Dhaliwal, Equality & Inclusion Manager, T/Chief Superintendent Sanjay Andersen, Head of Professionalism and Trust	

## Summary

This report provides an update regarding E&I activity within the Force from a national and local perspective since the last report to your Committee in November 2022. Appendix A provides a number of slides to outline our delivery of the E&I Strategy through a consolidated E&I Delivery Plan.

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

## Recommendation(s)

It is recommended that Members note the report.

## Main Report

### Background

- a. The Delivery Plan provided in Appendix A represents a consolidated Plan for all outstanding deliverables across the below plans:

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

The Plan is arranged in cross cutting workstreams and is regularly updated for internal and external review and scrutiny, most recently discussed at the January E&I Strategic Board.

## **Current Position**

### **b. National updates:**

Nationally, Chief Constable Gavin Stephens has taken over the National Police Race Action Plan, from Deputy Chief Constable Tyron Joycen, who implemented the National Police Race Action Plan. The plan's key objectives are to improve policing through more effective public protection, increasing trust and confidence, and a legitimate focus on those who seek to prey on the vulnerable.

The National Police Race Action Plan (PRAP) was released as a first version in May 2022. Since the implementation of the PRAP, the national lead asked all forces to complete a short survey, to understand how the plan has progressed locally, which the force has completed. This survey results will be used to help inform any changes and reviews to the PRAP.

Since the introduction of the PRAP, the forces Professionalism & Trust Team, have reviewed a number of recommendations that have originated from Government, Policing and internal reviews, on how to improve race equality in policing. All the recommendations have been captured and evaluated to remove duplication. The recommendations have been amalgamated with the National Police Race Plan, to create a personalised Force Race Action Plan. The Forces Race Action Plan activities and themes have been cross compared with the Forces overarching Equality, Diversity & Inclusion (EDI) Action Plan, to remove any duplication, ensure collaboration between action owners, and to help create the EDI Strand Lead working groups. This process will allow the force to become more efficient and effective when dealing with any EDI activities.

Members will note that a separate detailed report for Violence against women and girls is included in the committee pack for review.

**c. Local updates:**

Independent Advisory Scrutiny Group Support

The force has an independent community group, called the Independent Advisory Scrutiny Group (IASG), which is made up of independent community members who have no link to the force. The IASG members volunteer their own time and act as a critical friend on policing processes such as Stop & Search, Use of Force, critical incidents etc. The IASG portfolio has now moved over to the Professionalism & Trust Team, which is being headed by T/Chief Superintendent Sanjay Andersen. This involves being the liaison point between the IASG and the force, the recruitment of new members, administrative support and providing the members with training on policing processes, to enable them to make informed decisions.

Review of E&I process:

There are a number of reviews taking place, with regard to the Equality, Diversity and Inclusion (EDI) activities, taking place in force. The reviews are coming along at a steady pace and once complete, the paper will be brought to the next E&I Strategic Board for signoff.

Public Sector Equality Duty Report:

The Public Sector Equality Duty Report is due to be published on the 30th March 2023, and it will contain Gender Pay Gap information, and all the forces workforce data with regard to the Equality Acts 9 protected characteristics. HR and the E&I Manager are currently working on the report and also plan to review the equality objectives, which are:

Objective 1: Increase the number of black and minority ethnic and female officers to be reflective of the London population.

Objective 2: Increase the number of officers and staff self-declaring their protective characteristics.

Work Experience:

The force re-introduced work experience into the force, back in 2018 due to the benefits it provided on community engagement, promoting positive policing, recruitment and youth engagement. Due to limited resources, the request for work experience from external students has been suspended. Once the situation improves, the board will be updated.

**d. Highlights of the E&I strand work completed since the previous update include:**

## **1. Recruitment and onboarding**

In December 2022, the Force ran a Superintendents recruitment process for Police Officers, with the results being released in January 2023. Five applicants were successful, of which four are female, which is one of the Forces Public Sector Equality Duty objectives, to increase female representation.

There has been no significant update since the Forces last Equality and Inclusion (E&I) Strategic Board. The Human Resources (HR) and Learning & Organisational Development (L&OD) will continue to progress:

- A detailed analysis of workforce data and produce aspirational targets.
- Complete a cradle to grave review of all recruitment processes.
- Review our vetting approach with regards to those with protected characteristics, with a priority focus on minority ethnic groups.
- Set up feedback processes for unsuccessful candidates and promote development plans for future potential candidates.
- Ensure transparency with all recruitment, progression and exit from service data in respect to all protected characteristics.
- Ensure diversity visibility throughout recruitment process.
- Police leaders should, through their continuing professional development, seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning.
- Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce.
- Equip selection panels with unconscious bias training for all those involved in the recruitment process.
- Invest in training and development of Police leaders.
- The Force to develop a talent management program for upward and lateral development.
- The Force to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics.
- Staff with Protected Characteristic should, at the commencement of their service, be sign posted to support groups to seek early guidance should it be required.
- Review the Police Constable Degree Apprenticeship (PCDA) programme to ensure it aligns with E&I plans and principles.

Please see: Appendix B which accompanies the update.

## **2. Health & Wellbeing**

There has been a significant amount of activity since the Forces last update in October. The key agenda is around the mental health of the staff, developing their activity collectively within the force to reduce it, and assist providing tools and assistance to the staff. The His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) have highlighted the importance of wellbeing within recent Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspections reports.

- Completion of Better listening campaign training in collaboration with the Samaritans charity.
- Embedding of Mental Health (MH) first aiders (20 officers) and PSIP training (12 officers).

- Continuation of Collaboration with Police Mutual with the cost of living crises with helpful tips and links to financial planning and support.
- Occupational Health (OH) refresh , communication package created for a quarterly force wide update to highlight the good work within OH and signpost officers and staff to the services that OH offer.
- Refresh of the Wellbeing strategic document 2023 version
- Completion of the PEEL HMICFRS inspection good feedback received from the focus groups and reality testing feedback within the PEEL process

#### Key Next Steps

- Await PEEL HMICFRS force report and associated actions and improvements from this document.
- Continuation of force wellbeing coffee mornings looking to grow this further and include partners and 3<sup>rd</sup> sector agencies.
- Review Mental Health courses for supervisors which were launched by L&OD in October

### **3. Community Engagement**

- Amazon Schools Project successfully ran in September bringing together 50 16–24-year-olds with the aim to improve trust and confidence between police & young people. Further workshops & expansion in planned (2<sup>nd</sup> Feb next meeting).
- The Volunteer Cadet Unit (VPC) continues to impact across the City Police Area. The Unit is now 35 strong, with applications consistently being received. There remains good gender parity and diverse representation (15 male and 20 females; 17 cadets have self-identified as from a diverse background). In addition, the City of London Prep school (a joint venture between CLSG and CLS Boys) have expressed willing to host a Junior Cadet Unit in the future.
- The Youth Independent Advisory Group (IAG) is progressing, and a Standard Operating Policy (SOP) has been drafted with benchmarking taking place. Partnership and Prevention Hub (P&P) are now actively recruiting young people to join.
- Cluster panels continue across the City quarterly with a number of local promises / priorities being set. For residential areas the Force will look to make these meetings monthly going forward.
- Operation Reframe continues to be held monthly, each with a different policing theme. Plans to scope new locations throughout the City based on crime/ASB data, and perceptions of crime/risk.
- Funding has been agreed to launch Schools Programme with Life Skills this academic year in all City Schools. Neighbourhood officers will be trained to deliver the training package in Schools, affording valuable time for youth engagement and early intervention.
- Partnership & prevention (P&P) hub being fully staffed to concentrate on key thematic areas such as mental health, using uplift Dedicated Warden Officers (DWOs) are being increased to 18 from 12.
- Independent Advisory Scrutiny Group (IASG) scrutiny of stop search forms and BWV continues to develop.

#### Key next steps:

- Launch Walk & Talk and Ride Along initiatives to better engage with local communities and afford an opportunity for scrutiny.
- Support the formation of Business Improvement Districts Sounding Boards (akin to a business Independent Advisory Group (IAG)) to sense check operations/initiatives in Force.
- Continue to increase Nextdoor membership through residential flyer (sending Feb).
- Following Neighbourhood Policing Peer Review (Surrey Police) there is an opportunity to utilise partner data sets quickly via 'Acorn' to map communities better – P&P Hub to research.
- Prioritise P&P Hub restructure and identify SMEs for Community Thematic areas including suicide prevention, mental health, homelessness and hate crime.
- Promote opportunities in the Special Constabulary and other voluntary roles internally and externally with our communities.
- Increase cluster panel attendance through a comprehensive media strategy.
- Continue outreach to ensure our recruitment pool remains diverse for 23/24 intakes, plus focus on expanding recruitment for Special Constabulary

#### **4. Leadership & Culture**

- The Force launched its internal series of *Our People – Inclusivity Programme* events. The two-hour sessions, hosted at the Aviva building, provided a gateway to the force's wider programme of activities (to commence in 2023). The vast majority of police officers and police staff experienced one of the events, albeit a series of national rail strikes impacted on attendance. Each event included an interactive section, with feedback currently being used to shape the menu of options for future activities.
- The force's data bias working group concluded its year-long review of this subject area. Proposals will be brought to the March Equality & Inclusion (E&I) Strategic Board for consideration and approval.
- The results of the Force annual workforce survey have been shared with staff, with unit heads / team leaders being given the task of creating relevant action plans.

#### Next Steps

- Cross-check participation in initial gateway events and provide alternative access where appropriate.
- Finalise and publish the plan for *Our People – Inclusivity Programme* activities in 2023.
- Formalise data bias work within the existing force governance structure - including the integration of the National Police Chiefs Council (NPCC's) *Data Literacy Framework*.
- Review annual staff survey results (leadership & culture related responses) - and ensure that areas for improvement are reflected in unit / team action plans.
- Finalise the plan for Force's annual E&I award.



## 5. Retention and Exiting the organisation

In January, the Strand Lead organised a workshop for all employees to discuss the revised draft mapping process, using the four key areas. The feedback for each key area is:

### Work Strand 1 – The identification and recording of data use

- Increase completion rates – All messaging about the changes to the organisation should come from the Chief Officer Team (COT) to help encourage employees to engage. Publishing the data and evidence will also encourage more people to complete the exit interview.
- Knowledge sharing – Due to the relative low number of people leaving the organisation, improved data disaggregation per team/department/unit over different time periods would enable managers to see trends and help capture any learning, trends and behaviours .
- Exit interview question themes – If the responses were broken down by themes, it would help the force understand the cultural/societal behaviours that cause employees to leave.

### Work Strand 2 – A review and agreement of the Exit Interview process

- Collaborative working between specialist advisors – Collaborative working between specialist advisors would address any gaps in knowledge and timescales and ensure the best outcome for the employee and the organisation.
- Introduction of a Stay Interview/Retention Conversations – The force currently has an exit interview process for when the employee has already decided to leave. With the introduction of a Stay Interview, it allows the line managers to address any issues the employee has, before acting on their desire to leave.
- Advertisement of inclusive developmental/mentoring opportunities – If the conversations are held at a local management level, it could encourage people to have the conversation about their career and aspirations with line managers.

### Work Strand 3 – Exit interview questions.

- Personal Development Report (PDR) – It would be helpful to give all line managers a PDR objective that requires them to complete all people management process.
- Training to be provided on the difference between police staff and police officers terms and conditions of employment – Training should be provided to all line managers on the differences.

### Work strand 4 – Retention conversations.

- Template on how to conduct the exit and stay interview – The creation of a toolkit that guides managers on how to conduct the exit interview, with helpful tips on what language to use and what support is available.
- Mandatory Management Development Programme (MDP) – Line managers should be mandated to attend the forces MDP.
- Re-entry scheme for Police Staff – The force has a re-entry scheme for police officers and not police staff. Police Staff should also be given the opportunity to re-enter.

## Key Next Steps

- The new EDI Strand working group, which is made up of key specialist advisors and departments, will collaborate to implement and embed the recommended changes.
- The working group will continue to consult with key stakeholders, staff support representatives and force employees.

### **e. Diversity Workforce Data**

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

Please refer to Appendix B for full details.

### **f. Performance Measures**

The force has undertaken a review of how it measures progress and success against their E&I Strategy. Key Performance Indicators are aligned to the new Policing Plan 22-25. As part of the ongoing E&I Review, the KPIs will also be evaluated to ensure that they measure delivery for both national and local objectives.

Please refer to Appendix C for full details.

## **Conclusion**

The Force continues to progress the workstrands under Equality and Inclusion as a priority.

## **Appendices**

- Appendix A – Highlight summary of progress made against the E&I Action Plan
- Appendix B – EDI Report Workforce Equality Data December 2022
- Appendix C - KPI Measures Table.

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### **T/Chief Supt Sanjay Andersen**

Professionalism and Trust

City of London Police

[Sanjay.andersen@cityoflondon.police.uk](mailto:Sanjay.andersen@cityoflondon.police.uk)

Workstream	Recruitment, Onboarding and L&OD	Owner	Director of HR	Date	23/01/23	Project RAG		Benefit RAG	
Workstream objectives				Priority					
<p>In December 2022, the Force ran a Superintendents recruitment process for Police Officers, with the results being released in January 2023. Five applicants were successful, of which four are female, which is one of the Forces Public Sector Equality Duty objectives, to increase female representation.</p> <p>There has been no significant updates since the last E&amp;I Board. The Human Resources (HR) and Learning &amp; Organisational Development (L&amp;OD) will continue to progress:</p> <ul style="list-style-type: none"> <li>• CoLP to undertake detailed analysis of workforce data and produce aspirational targets</li> <li>• Complete a cradle to grave review of all recruitment processes</li> <li>• Review our vetting approach with regards to those with protected characteristics with a priority focus on minority ethnic groups</li> <li>• Set up feedback processes for unsuccessful candidates and promote development plans for future potential candidates</li> <li>• Ensure transparency with all recruitment, progression and exit from service data in respect to all protected characteristics</li> <li>• Ensure diversity visibility throughout recruitment process</li> <li>• Police leaders should through their continuing professional development seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning</li> <li>• Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce</li> <li>• Equip selection panels with unconscious bias training for all those involved in the recruitment process</li> <li>• Invest in training and development of Police leaders</li> <li>• CoLP to develop a talent management program for upward and lateral development</li> <li>• CoLP to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics</li> <li>• Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required</li> <li>• Review the PCDA programme to ensure it aligns with E&amp;I plans and principles</li> </ul>				Description		Date			
				Aspirational targets have been agreed by E&I board		Complete			
				Review our recruitment and attraction structure and people		Complete			
				Review promotion processes end to end		Ongoing			
				Cultural Workshop- Agreement next steps / outcomes		19 Jan 22			
				Reverse Mentoring - phase 2 continues		Ongoing			
				Community Engagement plan for PEQF		March 2022			
				PALs cohort 2 launched, 3rd module delivered with 4th scheduled for 2 November		Ongoing			
				Pilot of Mentivity Training #2		Feb 2022			
				Delivery of forcewide awareness programme on Values, Ethics, Equity, Belonging – 'Our People, Our Values'		June 2022			

Workstream	Health and Wellbeing	Owner	Inspection and improvement	Date	24/01/23	Project RAG		Benefit RAG	
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Workstream objectives	Priority Deliverables	
<ul style="list-style-type: none"> <li>Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required. <b>11/21 this now occurs upon the induction course from L&amp;OD</b></li> <li>Develop a local plan that incorporates Health and Safety, Wellbeing and Fulfilment <b>09/21 Wellbeing strategy written and launch reviewed annually – Reviewed re published Jan 22</b></li> <li>Ensure CoLP leaders are equipped to deal with Mental Health difficulties <b>11/21 but ongoing L&amp;OD include this within the various leadership courses that are run.</b></li> <li>Implement wellbeing initiatives to improve peoples quality of life whilst at work <b>09/21 this is an ongoing piece with monthly calendar set up to update teams of the activities</b></li> <li>Focus on staffs mental health and embed supportive and preventative policies and initiatives <b>01/22 This work is ongoing MIND sign up through NPCC 6 pledges</b></li> <li>Review current HR policies to ensure the maximum support is given to all staff with protected characteristics- <b>06/22 This work is ongoing</b></li> <li>Ensure teams supporting our Occ Health are trained in issues around inclusion and diversity- - <b>09/21Complete and Ongoing as they are a separate unit they do receive training from their providers with diversity sand inclusion.</b></li> </ul>	Description	Date
	Launch a Buddy Scheme for all new joiners (completed) on going all new students receive the buddy scheme including Police Now candidates.	ongoing
	Review strategy on Health and Wellbeing (completed and published)	02/22 completed and refreshed yearly
	Oskar Kilo recommendations and planning	12/22
	60 MH first aiders to be trained and launched	12/22
	Launch Wellness Zone in Bishopsgate (COMPLETE)	11/21
	MH at work commitment MIND CHARITY and ongoing	06/22
Progress since last update	Key next steps	
<div>Page 160</div> <ul style="list-style-type: none"> <li>•Completion of Better listening campaign training in collaboration with the Samaritans charity</li> <li>•Embedding of MH health first aiders (20 officers) and PSIP training (12 officers)</li> <li>•Continuation of Collaboration with Police Mutual with the cost of living crises with helpful tips and links to financial planning and support</li> <li>•OH refresh , communication package created for a quarterly force wide update to highlight the good work within OH and sign post officers and staff to the services that OH offer</li> <li>•Refresh of the Wellbeing strategic document 2023 version</li> <li>•Completion of the PEEL HMICFRS inspection good feedback received from the focus groups and reality testing feed back within the PEEL process</li> </ul>	<ul style="list-style-type: none"> <li>• Await PEEL HMICFRS force report and associated actions and improvements from this document.</li> <li>• Continuation of force wellbeing coffee mornings looking to grow this further and include partners and 3<sup>rd</sup> sector agencies.</li> <li>• Review MH courses for supervisors which were launched by L&amp;OD in October</li> <li>•</li> </ul>	

<ul style="list-style-type: none"><li>Establish a Silver Group to lead on community engagement E&amp;I activity including outreach and attraction for recruitment</li><li>Host community based outreach sessions for engagement and recruitment</li><li>Establish longer term engagement with schools and colleges in order to attract and nurture future talent and introduce young people to policing</li><li>Work with local strategic partners to develop a shared data set that will allow for a better understanding of the communities we serve</li><li>Utilise data sets to better inform and identify areas of disproportionality and the negative impact on local communities</li><li>Engage in a calendar of events with the local community to promote good relations</li><li>Identify and engage with diverse communities to address possible adverse perceptions of the police service so that satisfactions levels improve across all communities</li><li>Undertake meaningful involvement and consultation with local communities to review such tools as Stop and Search and Use of Force</li><li>Evolve our force to be culturally competent to deliver legitimate and meaningful community policing</li></ul>	Description		Date
	Commence recruitment outreach plan		Completed
	Map city communities / key individuals, calendar of engagement events		Completed
	Launch inaugural 12 week schools project across the city		Completed
	Set proposed key performance indicators for activity		Completed
	Launch community based cluster panels		Completed
	Pilot LGBT+ advisor network		Completed
	Involve community in scrutiny of S/S, UoF wider police training		Ongoing
Progress since last update		Key next steps	
<ul style="list-style-type: none"><li>Amazon Schools Project successfully run in September bringing together 50 16-24 year olds with the aim to improve trust and confidence between police &amp; young people. Further workshops &amp; expansion in planned (2<sup>nd</sup> Feb next meeting).</li><li>Unit continues to impact across the City Police Area. The Unit is now 35 strong, with applications consistently being received. There remains good gender parity and diverse representation (15 male and 20 females; 17 cadets have self-identified as from a B.A.M.E background). In addition, the City of London Prep school (a joint venture between CLSG and CLS Boys) have expressed willing to host a Junior Cadet Unit in the future.</li><li>Youth IAG is progressing, SOP has been drafted + benchmarking taking place. P&amp;P hub are now actively recruiting young people to join.</li><li>The Strategic Research &amp; Analysis Unit have produced a CoLP Community Profile –pulling together data from various sources to provide a picture of the various groups within the City of London and map its diverse communities. This profile will be continually updated with the Census results later this year. This along with our calendar of events and meetings will be published on the internet. Update: <b>Updated profile requested via Strategic Research &amp; Analysis Unit (incorporating latest Census data) – once complete, will be shared with all LP officers for awareness.</b></li><li>Cluster panels continue across the City quarterly with a number of local promises / priorities being set. For residential areas we will look to make these meetings monthly going forward. A number of task and finish groups have been set up to target ASB in for example the Barbican, Golden Lane Estate responding directly to community concerns. Work is progressing re updating the CoLP website with enhanced information re neighbourhood policing activity.</li><li>The Forces response to the NTE is currently being reviewed by Local Policing with plans to maximise visibility, provide reassurance and increase partnership working through activities such as Op Reframe (Welfare Hubs in Hot Spot locations). Update: <b>Op Reframe continues to be held monthly, each with a different policing theme. Plans to scope new locations throughout the City based on crime/ASB data, and perceptions of crime/risk.</b></li><li>PnP Hub looking to implement a Schools programme via an external provider to educate young people on current issues, provide visible reassurance in City schools and improve relations with the Young Community. Procurement has commenced and benchmarking has begun with when is best to launch and have the most impact. Update: <b>Funding agreed via TTCG to launch Schools Programme with Life Skills this academic year in all City Schools. Neighbourhood officers will be trained to deliver the training package in Schools, affording valuable time for youth engagement and early intervention.</b></li><li>Partnership &amp; prevention hub being fully staffed to concentrate on key thematic areas such as mental health, using uplift DWO officers are being increased to 18 from 12.</li><li>During probationary period our new officers complete; business engagement session; working with cadets; school engagement, attendance at cluster meetings. Projects and work will be linked to these activities following evidenced based policing criteria. Our People Inclusivity Strategy includes a PDR objective linked community module. An opportunity for staff to identify an initiative linked to diversity, inclusion, values in their own local community. Colleagues will then engage in person for half a day in that project &amp; complete reflective practice in the form of a blog, journal or PDR entry</li><li>IASG scrutiny of stop search forms and BWV continues to develop</li></ul>		<ul style="list-style-type: none"><li>Launch Walk &amp; Talk and Ride Along initiatives to better engage with our communities and afford an opportunity for scrutiny.</li><li>Support the formation of Business Improvement Districts Sounding Boards (akin to a business IAG) to sense check operations/initiatives in Force.</li><li>Continue to increase Nextdoor membership through residential flyer (sending Feb).</li><li>Following Neighbourhood Policing Peer Review (Surrey Police) there is an opportunity to utilise partner data sets quickly via ‘Acorn’ to map communities better – P&amp;P Hub to research.</li><li>Prioritise P&amp;P Hub restructure and identify SMEs for Community Thematic areas including suicide prevention, mental health, homelessness and hate crime.</li><li>Promote opportunities in the Special Constabulary and other voluntary roles internally and externally with our communities.</li><li>Increase cluster panel attendance through a comprehensive media strategy.</li><li>Continue outreach to ensure our recruitment pool remains diverse for 23/24 intakes, plus focus on expanding recruitment for Special Constabulary</li></ul>	

Police Community Encounters – Use of Powers

1. Dip sampling of key police community encounters (stop and search / use of force / Road Traffic stops/ Firearms stops - internal senior officer dip sampling:
- i. Number sampled past month
  - ii. Number identified with learning
  - iii. Number identified as best practice

2. IASG feedback on key police encounters stop and search / use of force / Road Traffic stops / firearms stops.
- i. Number sampled / observed past month
  - ii. Number identified with learning
  - iii. Number identified as best practice

Community confidence / victim surveying measures

1. Confident & satisfied with City of London Police Actions
2. Reducing the BAME & Gender satisfaction gap in survey data

Number of community events attended

1. Number of community events attended over the last month
2. Outreach recruitment events expression of interest by ethnicity & gender

Workstream	Leadership & Culture	Owner	Ch Supt AF/NFIB	Date	23/01/23	Project RAG		Benefit RAG	TBD
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"><li>Leaders to ensure they create an inclusive culture within the organisation</li><li>Create a culture where people feel confident to share their protected characteristics</li><li>Encourage leaders to continuously improve their approach to inclusivity and ensure learning is regular and ongoing</li><li>Develop a framework of champions and senior leaders to drive forward CoLP’s E&amp;I agenda and work with internal and external partners to promote activity</li><li>Recognise and reward good work and bravery across E&amp;I</li><li>Undertake annual workforce surveys</li><li>Further develop consultation and feedback mechanisms that enable all staff to take part in broad organisational decision making</li><li>Scope partnership and secondment opportunities outside the organisation to enhance and build new skills in leaders</li></ul>				Key Deliverable / Key Performance Indicator				Target Date	
				Launch internal staff gateway events ( <i>Our People – Inclusivity Programme</i> )				Complete	
				KPI: 100% of <u>eligible</u> and <u>available</u> staff have attended one of the mandatory inputs				03/23	
				Develop an E&I secondment framework for leaders / volunteers				Q1 23	
				KPI: Number of staff members engaged in external secondments / support to voluntary organisations (positive direction of travel)				Q2 23	
				KPI: Annual Staff Survey - positive direction of travel for leadership & culture related responses				Q2 23	
				Complete a data bias review and recommendations				03/23	
				Introduce an annual E&I award as part of future event				03/23	
				Further develop Diversity Allies Scheme				Q1 2023	
Progress since last update				Key next steps					
<ul style="list-style-type: none"><li>CoLP launched its internal series of <i>Our People – Inclusivity Programme</i> events. These two-hour sessions, hosted at the Aviva building, provided a gateway to the force’s wider programme of activities (to commence in 2023). The vast majority of police officers and police staff experienced one of the events, albeit a series of national rail strikes impacted on attendance. Each event included an interactive section, with feedback currently being used to shape the menu of options for future activities.</li><li>The force’s data bias working group concluded its year-long review of this subject area. Proposals will be brought to the March E&amp;I Strategic Board for consideration and approval.</li><li>The results of CoLP’s annual workforce survey have been shared with staff, with unit heads / team leaders being given the task of creating relevant action plans.</li></ul>				<ul style="list-style-type: none"><li>Cross-check participation in initial gateway events, and provide alternative access where appropriate.</li><li>Finalise and publish the plan for <i>Our People – Inclusivity Programme</i> activities in 2023.</li><li>Formalise data bias work within the existing force governance structure - including the integration of the NPCC’s <i>Data Literacy Framework</i> (decision paper to be submitted to E&amp;I Strategic Board).</li><li>Review annual staff survey results (leadership &amp; culture related responses) - and ensure that areas for improvement are reflected in unit / team action plans.</li><li>Finalise the plan for CoLP’s annual E&amp;I award.</li></ul>					

Workstream	Retention and Exiting	Owner	T/DCS Bradford	Date	23/01/23	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<p>The workstream objectives have been re-ordered according to the chronology of the “leaving process” and aligned to the references in the wider plan.</p> <ul style="list-style-type: none"><li>Undertake a review of what roles within the organisation could most benefit from <b>greater flexibility</b> in staff entering and exiting (#48)</li><li>Ensure <b>policies and procedures</b> are in place to identify why staff with protected characteristics leave the service (#7)</li><li>Undertake a <b>review of process</b> for exit from service procedures (#44)</li><li>Undertake a <b>full review of retention/leaving data</b> (#22)</li><li>Widely <b>readvertise re-joining</b> options (#47)</li><li>Utilise positive action principles to <b>proactively contact</b> officers and staff within two years of them exiting the organisation to encourage them to return (#38)</li><li>Consider <b>national policies</b> to allow exit and re-entry into the organisation (#45)</li></ul> <ul style="list-style-type: none"><li><b>KPI objectives are required</b> for the two stages –</li><li><b>Stage 1</b> is before the person has actually left the organisation</li><li><b>Stage 2</b> is after the person has left the organisation.</li></ul>				Description					Date
				Agree a new process map for our exiting employee journey					01/11/22
				Draw best practice and academic research on the topic of retention and exit interviews					01/11/22
				Seek additions/alteration to HR held SOP					01/12/22
				Implement the cultural change for adding retention conversations to BAU					01/01/23
Progress since last update				Key next steps					
<p><b>Work strand 1 – The identification and recording of data use.</b> Increase completion rates –Publishing the data and evidence will also encourage people to complete the exit interview. Knowledge sharing – Due to the relative low number of people leaving the organisation, improved data disaggregation per team/department/unit over different time periods would enable managers to see trends. Exit interview question themes – If the responses were broken down by themes, it would help the force understand the cultural/societal behaviours that cause employees to leave.</p> <p><b>Work strand 2 – A review and agreement of the Exit Interview process.</b> Collaborative working between specialist advisors – Collaborative working between HR, staff support initiatives and the line manager, would address any gaps in knowledge and timescales, and ensure the best outcome for the employee and the organisation. Introduction of a Stay Interview/Retention Conversations – The Stay Interview allows the line managers to address any issues the employee has, in an attempt to stop them from acting on their desire to leave. Advertisement of inclusive developmental/mentoring opportunities – All developmental opportunities should be promoted locally by all line managers/team leaders which will help encourage more people to stay.</p> <p><b>Work strand 3 – Exit interview questions.</b> Personal Development Report (PDR) – It would be helpful to give all line managers a PDR objective that requires them to complete all people management process. Training to be provided on the difference between police staff and police officers terms and conditions of employment – Training should be provided to all line managers on the differences.</p> <p><b>Work strand 4 – Retention conversations.</b> Template on how to conduct the exit and stay interview – A Questions and next steps guide, that guides all managers through the exiting interview process. Mandatory Management Development Programme (MDP) – Which provides line managers with the skills and tools that teach managers how to engage with their employees and address any issues that are raised. Re-entry scheme for Police Staff – The force has a re-entry scheme for police officers and not police staff. Police Staff should also be given the opportunity to re-enter.</p>				<ul style="list-style-type: none"><li>The new EDI Strand working group, which is made up of key specialist advisors and departments, will collaborate to implement and embed the recommended changes.</li><li>The working group will continue to consult with key stakeholders, staff support representatives and force employees.</li></ul>					

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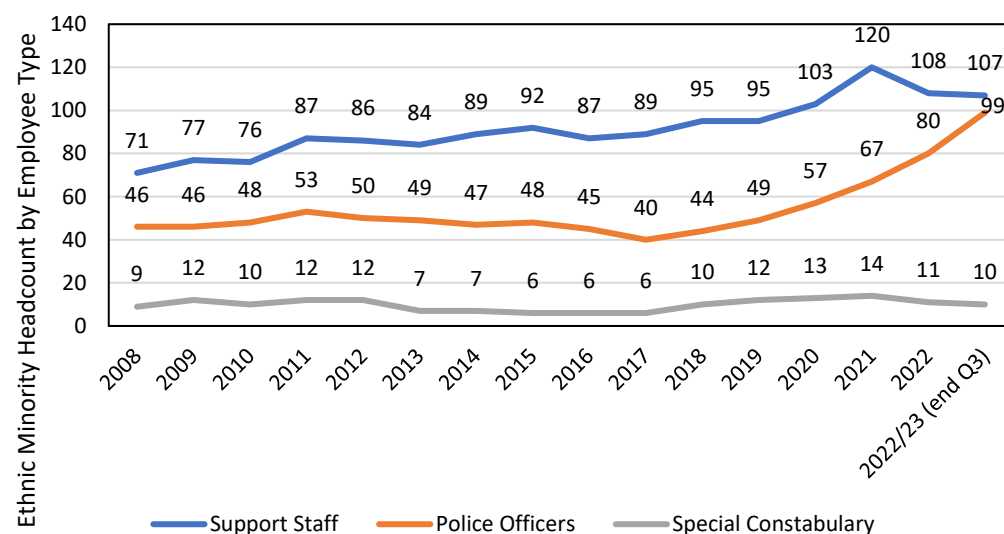
## Equality and Inclusion – PSIC/PAB - E&I/Professionalism and Trust report

### Force Demographics

- The CoLP ended quarter 3 (Q3) of 2022/23, 31 December 2022, with an Officer headcount of 1015 (increase from 970 at 30 September 2022), and Staff headcount of 470 (decrease from 480 at 30 September 2022).

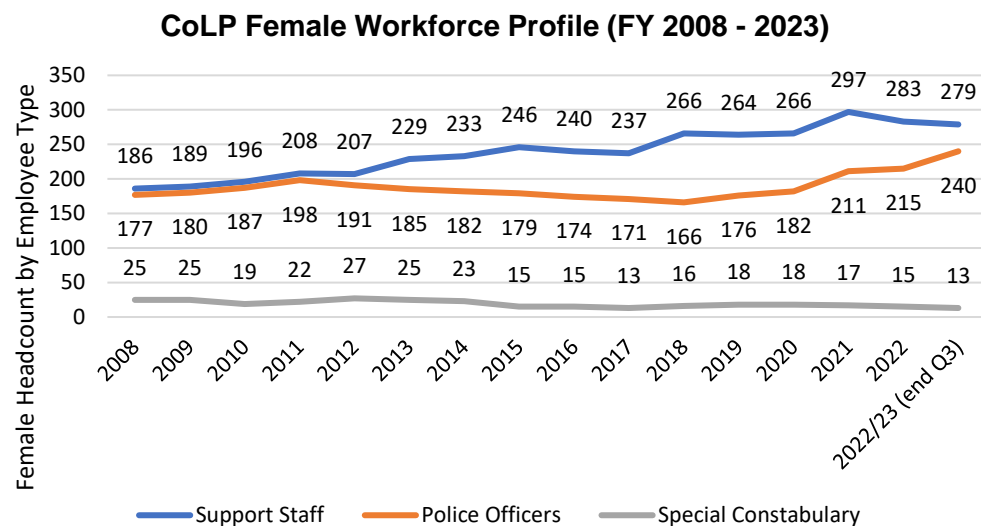
The graph below represents the number of Ethnic Minority Police Staff, Officers, and Special Constabulary within the CoLP at the end of each financial year from 2007/8 to 2021/22 and the first 9 months of 2022/23 (2022/23 end Q3).

**COLP Workforce Ethnic Minority Profile (FY 2008 - 2023)**



### Ethnicity

- For the reporting period (1 October 2022 to 31 December 2022), the number of Ethnic Minority (excluding white minority) Officers has increased from 90 (September 2022) to 99, which is 9.8% of the total Officer headcount. The increase is likely due to the diversity in Student Officer in November. The number of Ethnic Minority (excluding white minorities) Police Staff has slightly decreased from 110 in September 2022 to 107 in December 2022, which is 22.8% of the total Staff headcount.
- When compared nationally, CoLP Staff Ethnic Minority representation rate is currently ranked second highest among all national forces (excluding BTP) and is sixth highest for Officer representation (excluding BTP).
- The force's Equality & Inclusion Operational Board oversees the work on the NPCC plan. In 2023, the force will continue to use innovative advertising and attraction campaigns, support internal applicants through application writing and interview workshops and use a buddy system where Ethnic Minority officers are supported by a buddy when they join the force.

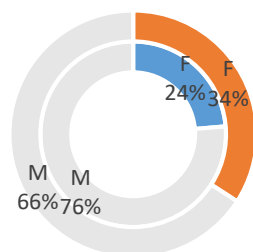


## Gender

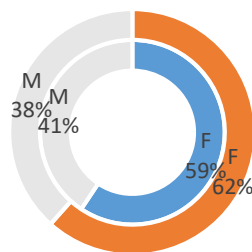
- During the reporting period, the number of female Police Officers has increased from 231 in September 2022 to 240 in December 2022. At the end of December, the percentage of female Police Officers stands at 23.6% of the total Office headcount. 16 (22.2%) of 72 Officer joiners were female in the reporting period.
- The number of female Police Staff has decreased from 283 (September 2022) to 279 (December 2022), as a percentage this means 59.4% of Staff are female.
- In regard to improving our female representation we continue to work on retention strategies such as supporting females back to the workplace following maternity leave as well as bespoke attraction campaigns and amended recruitment adverts to support flexible working. During our student officer adverts in 2022, we ran positive action events including webinars to candidates where female officers took part to encourage female applicants to apply.

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

### Officers Gender Profile



### Staff Gender Profile





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## Appendix C – KPI Measures Table (January 2023 update)

Workstream	Overview of activity	Success measures
Community Engagement	Increasing our legitimacy & confidence within communities through active engagement with all communities. Increasing confidence by effective response to hate crime & scrutiny of police power such as stop and search	<ol style="list-style-type: none"> <li>1. Community confidence &amp; satisfaction measures through surveying victims of crime &amp; the wider community</li> <li>2. Sampling of stop &amp; search &amp; use of force incidents by our independent Advisory Scrutiny Group % graded as good &amp; excellent v those requiring improvement</li> <li>3. Number &amp; breadth of community events attended each month and proactive communications out to communities</li> </ol>
Recruitment Development & Progression	Building a diverse workforce in tune with London including people from black & minority communities, women, and LGBT. Ensuring we develop our workforce to achieve their potential and be the very best for the community. We will strive to improve our representation of underrepresented groups at all levels of the organisation & in specialist roles.	<ol style="list-style-type: none"> <li>1. To recruit 40% of visible ethnic minority student officers in each new intake</li> <li>2. Per year we improve our representation of visible ethnic minority employees by 3.23%</li> <li>3. Increasing number of employees from a black minority background successful at promotion processes</li> <li>4. The total number of new joiners to The Force each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service</li> <li>5. Per year to improve 0.35% employees from a LGBT background</li> </ol>
Culture & Leadership	Work to build leadership capability across the force and build a workforce culture that it is truly inclusive & embeds our diversity & inclusion ambitions at all levels of the force. A workplace which people are proud of & one where the force is an employer of choice.	<ol style="list-style-type: none"> <li>1. Our staff engagement score through surveying over the next 3 years increases Scores specifically relating to feelings of inclusion, leadership &amp; culture related responses</li> <li>2. 100% of eligible workforce having attended annual values, standards &amp; ethics inputs by 03/23</li> <li>3. No of staff members engaged in external attachments &amp; CPD events/ support to voluntary organisations (+ direction of travel)</li> </ol>
Wellbeing	Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people & increase productivity	<ol style="list-style-type: none"> <li>1. Specific staff survey questions in relation to feelings of well-being to improve over the 3 years.</li> <li>2. Op Hampshire 75% outcome rate for assaults and hate crime committed towards staff.</li> </ol>
Retention & Exiting	Ensuring that the service retains talent particularly from under-represented groups. Exploit opportunities for entry & re-entry at different levels & specialisms into the service. Understand why staff are exiting the service & use insight & data to improve retention.	<ol style="list-style-type: none"> <li>1. Line managers to offer an exit interview to all those intending to leave – Target of 100%</li> <li>2. The % exit interviews completed officers and staff</li> <li>3. Retention rates over the next 3 years (excluding retirements, transferees &amp; ill health) are improved against the 2021 baseline</li> <li>4. % of leavers that are contacted by the force within 12 months in respect of opportunities to re-join</li> <li>5. Retention – Black, Asian and Minority staff Black, Asian &amp; minority ethnic attrition rates for voluntary leavers are equal to or better than the rates for non-Black, Asian and Minority Ethnic colleagues (xx% the baseline figure now)</li> <li>6. Retention female staff - female attrition rates for voluntary leavers are equal to or better than the rates for male leavers (xx% baseline)</li> </ol>

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<b>Committee(s):</b> Strategic Planning and Performance Committee  Police Authority Board	<b>Dated:</b> 6 February 2023  15 February 2023
<b>Subject:</b> Quarterly Community Engagement Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1. People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol 24-23	<b>For Information</b>
<b>Report authors:</b> HQ, Sector Policing, Specialist Operations Coordinated by T/Supt Matt Mountford	

## Summary

This report provides the quarterly update (October 2022 to December 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

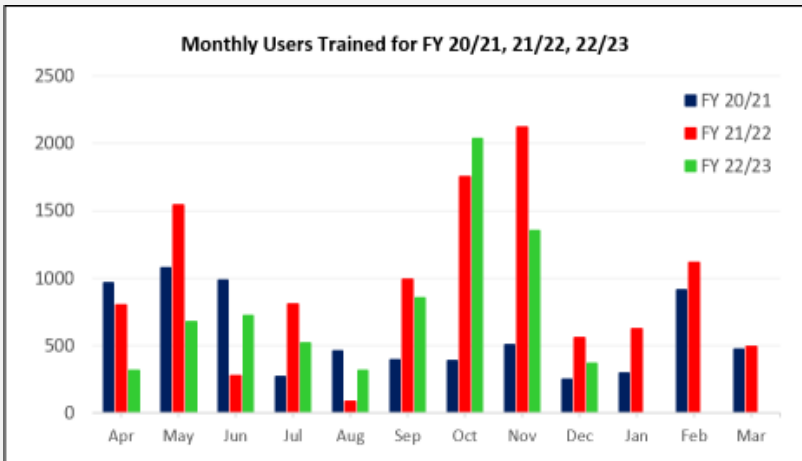
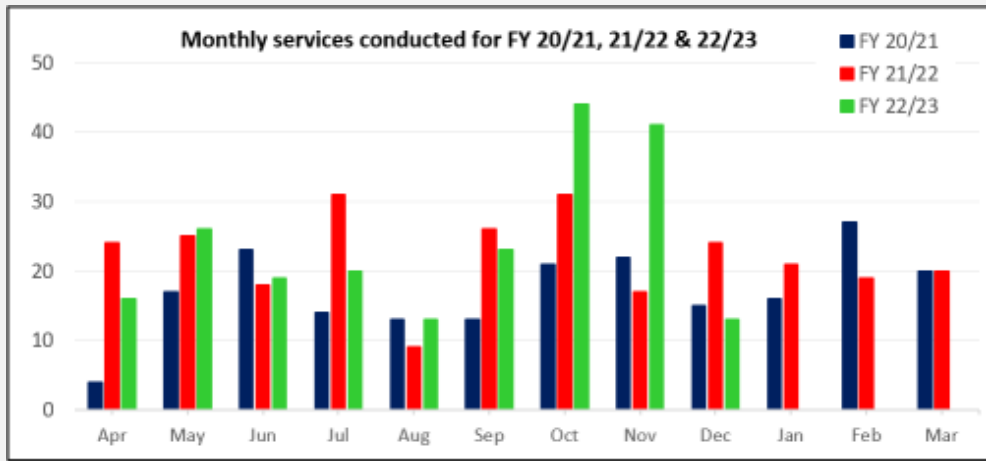
Members are asked to note the report.

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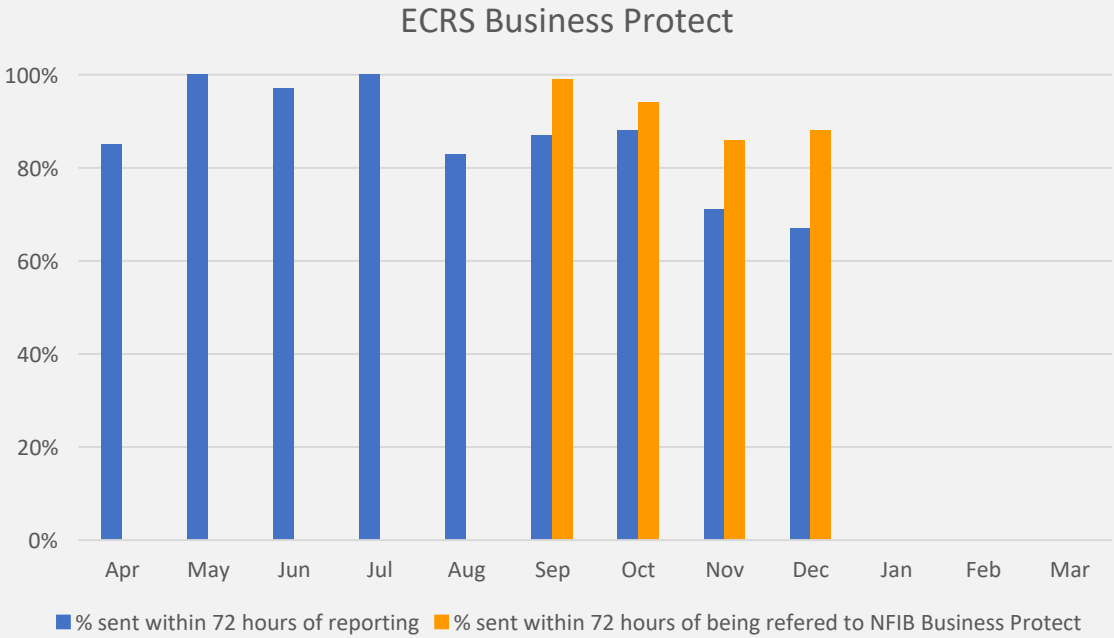


Business Area	Specialist Operations Counter Terrorism Security Advisor Team (CTSA)	Owner	Detective Chief Supt Dai Evans	Date	6 February 2023	
Key Engagements in this quarter				Deliverables (if applicable)		
<ul style="list-style-type: none"> <li>Core business included the continuing support to the City of London Corporation including Planning, Licencing and Public Realm teams. Q3 has seen the demand for table and chairs licences continue, with new vulnerabilities identified for certain premises. CTSA continue to work with the highways teams and TFL to address these with physical security mitigation. Annual reviews of crowded places locations have been completed via the PSIA tool.</li> <li>CTSA have been engaging with Barts hospital helping conduct various surveys.</li> <li>The CTSA team proactively support the Protect and Prepare elements of the National CONTEST Strategy, delivering on protective security advice, CT awareness, both physical and personal. See Check and Notify (SCAN) and Action Counters Terrorism (ACT) , Document Awareness and bespoke table top exercises have been delivered to a range of city stakeholders in Q3. This period saw 16 training products delivered to 763 attendees this included online delivery at the Sainsbury’s annual security week to 500 attendees.</li> <li>Work has continued during Q3 with the National Counter Terrorism Security Office (NaCTSO) through national CPD and working groups on the development of future national products and staff role profiles.</li> <li>Q3 saw a number of events across COL estate. The CTSA team continued to proactively support keys sites with enhanced security advice and the testing of local contingency plans.</li> <li>CTSA continue to engage with City businesses in response to different emerging threats posed.</li> <li>This years festive period saw the reintroduction for the second year of the Winter Vigilance campaign. A national campaign promoted by NaCTSO designed to protect business, and identify suspicious behaviour throughout the Football World Cup and Christmas celebrations. CTSA’s were responsible for all local and regional messaging on a variety of platforms.</li> </ul>				<ul style="list-style-type: none"> <li>With the recent police officer uplift counter terrorism awareness training has been continually delivered to new officers within their initial training phase.</li> <li>18 events were planned, with 16 completed in Q3. Events outside the normal products of Check and Notify (SCAN) and Action Counters Terrorism (ACT), Postal and Document Awareness, included a bespoke terrorism table top exercise for the Bank of China and Cannon Street station.</li> <li>A test/exercise for a Marauding Terrorist Attack at St Pauls Cathedral took place with role players.</li> <li>This quarter has also seen time dedicated to the larger ACT Corporate and City of London CT 2023 events planned for Q4 and Q1 respectively.</li> </ul>		

Business Area	Specialist Operations Counter Terrorism	Owner	Detective Chief Supt Dai Evans	Date	6 February 2023	
Key Engagements in this quarter				Engagement – Q4 and beyond		
<ul style="list-style-type: none"> <li>The Prevent team have 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/workers at St Barts Hospital, the Walbrook Building, the Salvation Army and the Bank of England.</li> <li>In person presentations with City businesses have continued with events at the Chancery Lane &amp; Fleet St Quarterly Bid event and the Bloomberg Crime Prevention Event. 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.</li> <li>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.</li> <li>The Prevent team launched Prevent week in November 2022 with the aim of raising awareness of Prevent both internally and externally with officers, staff, partners and local businesses taking part. Events included a Vulnerability Conference with guest speakers from the Met SO15, victims of terrorist attacks in London and a charity dealing with families of those radicalised. Also part of Prevent week was the launch of the CoLP Prevent Champions scheme. Approx. 60 officers and staff from all over the force are now part of the CT family and they will help to raise awareness of the subject and increase referral numbers.</li> </ul>				<ul style="list-style-type: none"> <li>In the past 12 months Prevent training has been delivered to all control room staff, uniform groups, PPU and new starters/transferees. Training has also begun with the Custody Cadre and this is ongoing over the next few months on designated training days. Training has also commenced again recently with uniform groups as part of the drive to provide CT training for all group officers on a yearly basis.</li> <li>January 2023 will see the launch of mandatory online Prevent training for all CoLP officers and staff. This training is part of a Home Office package aimed at statutory partners (including the Police) and will ensure that all members of the force are equipped with the knowledge to spot the signs of radicalisation and how to make a referral if necessary.</li> <li>The Prevent team have recently engaged with all City Schools and the City of London Police Cadets, the team will be providing Prevent related workshops for all our children around the subject of Fake News, Conspiracy Theories and Truth in January 2023. The sessions will explore how disinformation and fake news can manipulate whilst teaching critical thinking and debunking skills, and will be provided by outside specialist company Connect Futures.</li> </ul>		

Business Area	Specialist Operations Cyber Crime Unit (CCU)	Owner	Detective Chief Supt Dai Evans	Date	6 February 2023	
Key Engagements in this quarter				Deliverables (if applicable)		
<ul style="list-style-type: none"><li>Performance has been extremely positive in Q3. After a challenging Q2, Cyber Griffin has recovered lost ground and is now, if this level of delivery continues, on track to meet its local and national targets for the financial year. October marked Cyber Griffin’s strongest month for delivery since the programme’s start. In that month more than 2,000 people were trained, and 44 services delivered.</li><li>A combination of factors are believed to have driven this increase. They include: the team being at full strength, October being Cyber Security Awareness Month and a greater emphasis being placed on Cyber Griffin’s media exposure both online and at multiple expos which were also supported by Sector Policing engagements with the community detailing Cyber Griffin’s services.</li></ul>				<ul style="list-style-type: none"><li>Cyber Griffin has matured into an extremely successful programme regarded as one of the leading police Protect teams in the UK. Stemming from this, discussions have been had regarding an extension of the programme’s services into the national Protect space. A briefing paper describing two options has been reviewed and supported by senior officers.</li><li>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 Q3/FY 22/23.</li><li>For more details of Cyber Griffin services, please visit the Cyber Griffin website: <a href="http://www.cybergriffin.police.uk">www.cybergriffin.police.uk</a></li></ul>		
						

Business Area	National Lead Force (NLF)	Owner	Detective Chief Supt Matt Bradford	Date	6 February 2023	
Key Engagements in this quarter				Deliverables (if applicable)		
<div>Page 15</div> <ul style="list-style-type: none"> <li>We have seen a large increase in social media posts and impressions relating to our online shopping campaign which was delivered in collaboration with the NCSC. The campaign reached a potential audience of 20 million individuals achieving 49 million impressions. As part of the campaign the NCSC also paid for targeted advertisement on social media sites, providing targeted messages to males aged 19-25, who according to Action Fraud reporting are most likely to fall victim to this crime.</li> <li>As a result, there has been a 12% reduction in online shopping and auction fraud reported to Action Fraud during November and December 2022 when compared with the same period of the previous year (2021).</li> <li>The Business Stakeholder Manager (BSM) hosted a National Pension Fraud Awareness webinar for industry reporting. This was supported by the Pensions Regulator and other guest speakers assembled from Law Enforcement, Trading Standards and Industry.</li> <li>The BSM also co-hosted an online webinar for Victim Support (UK). This was followed up by attendance to an online conference with Victim Support, focusing on fraud.</li> </ul>				<ul style="list-style-type: none"> <li>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 Q3, the team provided advice to 415 organisations.</li> </ul>		



Business Area	Local Policing	Owner	Chief Supt Rob Atkin	Date	6 February 2023	
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Key Engagements in this quarter	Engagement Q4 and beyond
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**City-wide Residents Meeting**

Two residents meetings were held at the Artizan Street Library, supported by colleagues across CoLP and CoLC. For the first session, engagement was focused mainly on Barbican and Golden Lane (allaying concerns around licensing and ASB). The second session focused on the proposed Eastern base (accommodation Programme) with residents not content with consultation to date (CoLC action).

**Crime Prevention Roadshows**

Sector, working in partnership with business partners, have offered a crime prevention roadshow to premises via security managers. DWOs and PCSOs provide crime prevention advice dependent upon local priorities and emerging issues/crime trends. To date, CT, phone snatch, TFLP and bike theft have been covered – this has included property marking, leaflet distribution and giveaways.

**Cluster Panels**

Cluster Panels continued during Q3 with DWOs providing residents, SMEs, and business reps with crime/ASB data, local policing updates, and planned activity in their respective areas. There are plans to increase attendance and consistency, whilst following the same ethos, that is: panels made up of local people who meet to discuss local community issues and concerns, and to set local policing priorities, to ensure they are part of the conversation about, and solution to, the policing issues raised.

**YIASG**

The P&P Hub are still progressing, with the inaugural meeting/launch planned for this Q4. A visit to Gloucestershire Police is scheduled to understand best practice around recruitment campaigns, awareness raising, and management, in order to finalise CoLP plans.

**Life-Skills Schools Programme**

The joint Schools Programme with Lifeskills is progressing at pace, with a launch planned for Q4 in all City Schools. The programme will seek to equip young people with a range of knowledge and skills which they can use as the transition to secondary and beyond. The course materials and content will be supplied by Life-Skills, with Sector officers trained to deliver the programme during the PHSE timetables. As well as a structured learning programme, it is hoped that having officers in schools will foster better engagement/intelligence/trust with young people.

**Neighbourhood Policing Week (23/01/23 – 29/01/23)**

Organised by the College of Policing and National Police Chiefs' Council (NPCC), the Neighbourhood Policing Week of action is a chance to celebrate local, community and neighbourhood policing. During this week forces across England and Wales will be organising events and activities. CoLP (Sector) will be participating in the week, with a tailored programme of events including Engagement Hubs, Estate Patrols, Op Luscombe, and supporting Op Reframe activity.

Business Area	Community Safety- CoLP/ City of London Corporation	Owner	Simon Cribbens, City of London Corporation	Date	6 February 2023	
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Key Engagements in this quarter

- Safer City Partnership Board met – jointly Chaired by CoLP (Commander Umer Khan) and City Corporation (Gavin Stedman - Port Health & Public Protection Director). Significant joint working across the delivery groups supporting the SCP Strategy delivery
- CoLP supported the Ofsted Focus Visit Inspection of Children’s Social Care (CSC) and met with Inspectors and likewise, Head of CSC attended the Police Inspection.
- CoLP actively engaged in the response to the Danial Safeguarding Adults Review (Rough Sleeper who died in 2020) recommendations – CoLP attended multi agency action planning workshop and review presented to by City Corporation the Police Board.
- CoLP attended the Rough Sleeping Task and Action Groups and the Rough Sleeping Strategy Group.
- CoLP attended the Safeguarding Education Forum with schools and Dept Community and Children’s Services (DCCS) colleagues
- City Corporation officers (DCCS) attended the Police Vulnerability Steering group
- Engagement from DCCS and CoLP at the CoL City and Hackney Safeguarding Children Partnership Executive Board
- Ongoing operational work between the CoLP and Children Social Care in respect of child safeguarding.

<b>Committee(s):</b>  Police Authority Board  Policy and Resources Committee	<b>Dated:</b>  15 <sup>th</sup> February 2023  23 <sup>rd</sup> February 2023
<b>Subject:</b> Protect Duty (Martyn's Law) Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1 People are safe and feel safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Commissioner of Police/Director of Operations, City of London Corporation Pol 36-23	<b>For Information</b>
<b>Report author:</b> Cdr Umer Khan/ Ian Hughes/ Detective Inspector Jo Northcott	

## Summary

The report is a joint briefing from the City of London Police (CoLP) and the City of London Corporation (CoL). The purpose of this report is to summarise the current position with the Protect Duty, from now on to be known as Martyn's Law and how the Force is working with partners to sign post advice on the Duty in a timely fashion.

## Recommendation(s)

Members are asked to note the report.

## Main Report

### Background

1. In June 2021, the Chair of the Manchester Arena Inquiry recommended a Protect Duty be enacted into law by primary legislation. The Home Office published a consultation document, the aim of which was to consider how Government could work together with private and public sector partners to develop proportionate security measures in order to improve public security and to counter terrorism. It also considered how those responsible for publicly accessible locations were ready and prepared to take appropriate action should a terrorist attack happen. A publicly accessible location is defined as any place to which the public or any section of the public has access, on payment or otherwise, as a right or virtue of express or implied permission.

2. Martyn's Law has been championed by Figen Murray, the mother of Martyn Hett killed in the Manchester attack and the Survivors Against Terror network. The duty is fully supported by the National Counter Terrorism Office (NaCTSO) within Counter Terrorist Policing (CTP).

## Current Position

3. Since the last update, the Home Office and NaCTSO have been working to shape the needs of the Protect Duty and the legislative requirements.
4. In December 2022, the Home Secretary set out the foundational policy for Martyn's Law in Parliament.
5. These proposals have been developed taking into account the 2021 public consultation exercise, and the views expressed by stakeholders.
6. Proportionality is a fundamental consideration for Martyn's Law. It will therefore establish a tiered model linked to activity that takes place at a location and its capacity. This will prevent undue burden on premises in scope.

A **standard tier** will apply to locations with a maximum capacity of over 100. Venues could include larger retail stores, bars or restaurants. The aim is to drive up use and engagement with existing resources that help teams undertake low-cost, simple yet effective activities to improve preparedness. This will include training, information sharing and completion of a preparedness plan to embed practices, such as locking doors to delay attackers progress or knowledge on lifesaving treatments that can be administered by staff whilst awaiting emergency services.

An **enhanced tier** will focus on high-capacity locations in recognition of the potential consequences of a successful attack. Locations with a capacity of over 800 people at any time, will additionally be required to undertake a risk assessment to inform the development and implementation of a security plan to assess the balance of risk reduction against the time, money and effort required to achieve a successful level of security preparedness - a recognised standard in other regulatory regimes (including Fire and Health and Safety). Venues could include music venues and theatres.

7. All places of worship will be placed within the standard tier, regardless of their capacity, barring a small cohort across all faiths that charge tourists for entry and/or hire out the site for large commercial events.
8. The Government will establish an inspection and enforcement regime, promoting compliance and positive cultural change and issuing credible and fair sanctions for serious breaches. However there has been no indication as yet as to what sort of enforcement and monitoring mechanism will be created.



9. Dedicated statutory guidance and bespoke support will be provided by the Government to ensure those in scope can effectively discharge their responsibilities.
10. There has been no suggestion that crowded spaces in the public realm will be covered except for events with a defined boundary that enables capacity to be counted.
11. Legislation for Martyn's Law will be brought forward as soon as parliamentary time allows. Martyn's Law will extend to and apply across the whole of the United Kingdom.
12. As previously advised, expert advice, training and guidance is already available on the online protective security hub, **ProtectUK**. Stakeholders are encouraged to visit the ProtectUK website and to download the app. These platforms are undergoing continuous development to support organisations to evaluate and manage risk posed by terrorism. The overall aim is that both platforms will evolve into the key site and app supporting Martyn's Law.
13. The Counter Terrorism Security Advisors (CTSA's) from the CoLP can also be contacted by both CoL and the wider City community for counter terrorism security advice.
14. The CoLP is fully engaged with the Home Office and reassurance has been provided that partners will be kept informed by the Home Office on the progression of Martyn's Law.
15. To this end, CoLP has been advised by the Home Office, that as part of the engagement programme surrounding Martyn's Law, they will be hosting a series of webinars during February and March, which will involve a presentation on Martyn's Law along with an opportunity for questions and answers. CoLP will be sharing the invite to this event with stakeholders.
16. The information shared on Martyn's Law to date has created no surprises to either the CoLP or CoL and the work done in partnership has both well positioned to respond to the legislation as and when it comes out.
17. Commander Khan (Operations & Security) is monitoring the progress via the Contest Steering Group bi-weekly meetings. Also in attendance at this meeting from the City Corporation is Richard Woolford (CoL Strategic Security Director), Ian Hughes (CoL Operations Director) and Simon Causer (CoL Head of Security for the City's properties).
18. Progress is also being monitored at Senior Security Board, chaired by the Town Clerk with the Chief Officer Team, Commander Khan, Richard Woolford, Ian Hughes, Simon Causer and DCI Tony De-Wilde (Head of CT) also in attendance. Both the CoLP and CoL are working together in partnership to ensure a united response.

## Conclusion

19. Full detail of Martyn's Law is currently unknown.
20. As part of the engagement programme surrounding Martyn's Law, the Home Office will be hosting a series of webinars during February and March, which will involve a presentation on Martyn's Law along with an opportunity for questions and answers. CoLP will be sharing the invite to this event with stakeholders.
21. Any further updates will be provided to Commander Khan at Contest Steering Group who will take this onward to the Police Authority Board.

## Appendices

None

## Background Papers

- Pol 68-22 Protect Duty Update (September 2022). *Author DI Jo Northcott*
- Protect Duty Consultation Paper (June 2021). *Author Ian Hughes*

## DI Jo Northcott

Counter Terrorism - Protect

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<b>Committee(s):</b> Police Authority Board – For information Policy and Resources Committee- For decision	<b>Dated:</b> 15/02/2023 23/02/2023
<b>Subject:</b> Crime and Disorder Scrutiny Committee- Terms of Reference and Constitution	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: The Town Clerk</b>	<b>For Decision</b>
<b>Report author: Richard Holt, Governance Officer</b>	

## Summary

The City of London Corporation is required by section 19 of the Police and Justice Act 2006 to constitute a committee with the authority to review or scrutinise decisions made, or other action taken, in connection with the discharge by certain authorities of particular crime and disorder functions and to make reports or recommendations to the Common Council with respect to the discharge of those functions. The City of London Corporation does have a Crime and Disorder Scrutiny Committee, but it has not met in some time and it is clear that the current structure and constitution does not assist in facilitating the effective discharge of its obligations as defined by the relevant legislation.

It is, therefore, now recommended that the Crime and Disorder Committee be properly reconstituted to provide the scrutiny required. Proposed terms of reference for the Crime and Disorder Scrutiny Committee are therefore presented for Member consideration at Appendix 1 of this report. It is recommended that the Terms of Reference, subject to Members' comment, be approved in order that the Committee can be reconstituted for the beginning of the new civic year.

## Recommendations

Members are asked to:

- Approve the revised Crime and Disorder Scrutiny Committee Terms of Reference, as set out in Appendix 1; and
- Note the draft Crime and Disorder Scrutiny Committee Governance Advisory Schedule, set out at Appendix 2.
- Consider amendments to Standing Orders [29.3(a) and 22], such that membership of the Crime and Disorder Scrutiny Committee does not count towards the maximum number of Committees on which a Member may serve

and so that Chairs of other Committees would be eligible to also act as Chair of the Crime and Disorder Scrutiny Committee.

## **Main Report**

### **Background**

1. The Safer City Partnership (SCP) is a statutory partnership of five “responsible authorities”. The responsible authorities are those persons referred to in section 5(1) of the Crime and Disorder Act 1998. For the SCP these are the City of London Corporation, the Commissioner of the City of London Police, the NHS North East London Integrated Care Board (ICB), the London Fire Commissioner and London Probation Service. The responsible authorities are required to undertake certain crime and disorder functions (including formulating and implementing strategies for the reduction of crime and disorder in the City of London area and sharing certain information with each other for the same purpose).
2. The City of London Corporation is required by the Police and Justice Act 2006 to constitute a committee in accordance with the requirements of section 19 of the Act to with power to:
  - (a) review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;
  - (b) make reports or recommendations to the relevant Committee(s) of the Common Council with respect to the discharge of those functions.
3. The City Corporation does have a Crime and Disorder Scrutiny Committee (CDSC), but it has not met in some time. Some scrutiny of the SCP has previously been undertaken by the Safer City Partnership Strategy Board, which is appointed by the responsible authorities; however, that Board cannot fulfil the City Corporation’s statutory responsibilities to establish a committee which complies with the requirements set out in the paragraph above.
4. The governance of the SCP and its Strategy Board was recently reviewed and updated by the responsible authorities. This included updating the membership of the SCP Strategy Board and clarifying the scrutiny arrangements. In turn, this has afforded the opportunity to delineate the respective roles and remits of the SCP and CDSC and consider how the latter might be constituted more effectively, in order to provide a robust and meaningful scrutiny function.
5. The Governance Review recommended that refreshed arrangements in respect of the Crime and Disorder Scrutiny Committee be considered and Officers submit a report on the proposed new structure. Having considered the relevant factors and the Crime and Disorder Committee’s constitution and Terms of Reference in the light of the above, Officers have produced revised draft Terms of Reference for the reconstitution of a Crime and Disorder Scrutiny Committee.

6. These Terms of Reference, included at Appendix 1 to this report, have been produced in accordance with relevant sections of the Police and Justice Act 2006 and the Crime and Disorder Act 1998 and in collaboration with Officers from the Community and Children's Services Department, Comptroller and City Solicitor's Department, and the Police Authority and Governance teams in the Town Clerk's Department.
7. On the 11<sup>th</sup> of January 2023, an informal meeting of the prospective membership to be appointed to the Crime and Disorder Scrutiny Committee was held where Members reviewed the Committee's Terms of Reference. Members informally approved the Terms of Reference and observed that the Committee needed to meet more than the stated minimum of once a year to properly fulfil its scrutiny function.
8. In addition, Members noted that, whilst the Committee's Terms of Reference needed to remain focused on its statutory role, it was important to maintain the Governance Advisory Schedule as a guidance document to assist Members in understanding the role of the Committee in practice.
9. Members also observed that, as the Committee is proposed to be constituted by the Chairmen of the specified committees, half of the membership would be ineligible to stand as the Committee's Chair. Further to this it was suggested that a review of Standing Order 29.3(a) to include the Committee on the list of those committees which do not cause a Member to be ineligible to serve as the Chair of another committee be considered. Furthermore, Members also stated that a review of Standing Order 22.1 relating to the maximum numbers of committees on which Members can serve should be considered to ascertain the suitability of including the Crime and Disorder Scrutiny Committee on those committees not counting toward the maximum.

### **Current Position**

10. Following the informal approval of the Crime and Disorder Scrutiny Committee's Terms of Reference have been finalised and are now presented for the consideration of the Policy and Resources Committee. The Governance Advisory Schedule is also appended to provide further context on the role and responsibilities of the Crime and Disorder Scrutiny Committee.
11. If approved, the Terms of Reference will be incorporated into the White Paper for 2023 to be considered by the Court of Common Council in order that a Crime and Disorder Scrutiny Committee may be properly constituted and appointed for the beginning of the new civic year.

### **Options**

12. Option A: The recommended option is that the updated draft Terms of Reference for the Crime and Disorder Scrutiny Committee be approved as drafted.
13. Option B: The Terms of Reference are not approved, and Officers incorporate any requested changes in an updated draft. This option is not recommended as

the Terms of Reference have been drafted to directly comply with the relevant statutory requirements which limit the functions the Committee can undertake and, therefore, the scope to make significant changes to the proposed Terms of Reference are limited.

## **Proposals**

14. It is proposed that the Crime and Disorder Scrutiny Committee's Terms of Reference be considered and approved for incorporation into the White Paper for 2023 to be considered by the Court of Common Council in order that a Crime and Disorder Scrutiny Committee may be properly constituted and appointed for the beginning of the new civic year.

## **Key Data**

Strategic implications – The constitution of a Crime and Disorder Scrutiny Committee is expected to improve the strategic delivery of discharge by the responsible authorities of their crime and disorder functions. This will also contribute to Corporate Plan's outcome 1. Additionally, the Corporation's governance structure has a limited number of purely scrutiny committees operated under different local authority arrangements. The Crime and Disorder Scrutiny Committee may therefore provide an opportunity to extend Members' familiarity with these arrangements and further develop practices on the oversight and scrutiny which could be applied to other committees on which Members serve or their other governance activities in future.

Financial implications- There is the possibility of additional low-level expenditure associated with the Committee's scrutiny training however this would be covered by agreed learning and development budgets by the usual procedure.

Resource implications- The primary resource requirement for supporting the work of the Committee will be the required governance support and reporting from officers who support the Safer City Partnership. The decision in 2022 to allocate a dedicate governance support function for the Police Authority has provided sufficient resource to facilitate the required governance support for the Committee.

Legal implications- These are set out in the body of the report. This proposal is intended to ensure the City Corporation's compliance with statutory requirements.

Risk implications- The constitution of a Crime and Disorder Scrutiny Committee fully aligned to the provisions of the Police and Crime Act 2006 this is considered to be an effective mitigation of risks incurred by the non-compliance.

Equalities implications – The Committee completes a governance and scrutiny function which does not have a direct operational impact which could affect groups and individuals listed in the Equality Act 2010 Act. A Test of Relevance was completed to determine whether a full Equality Analysis was required.

Climate implications- None

Security implications- None

## **Conclusion**

15. The Police and Justice Act 2006 requires the City of London Corporation to constitute a committee in accordance with its requirements, including the authority to scrutinise decisions made in the discharge by the responsible authorities of their crime and disorder functions.
16. To comply with this requirement it is recommended that the Crime and Disorder Scrutiny Committee's updated Terms of Reference be considered and approved to ensure the Committee can be reconstituted and effectively discharge its statutory functions.

## **Appendices**

Appendix 1 – Crime and Disorder Scrutiny Committee Draft Terms of Reference  
Appendix 2 – Crime and Disorder Scrutiny Committee Governance Advisory  
Schedule

### **Richard Holt**

Governance Officer, Town Clerk's Department

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# CRIME AND DISORDER SCRUTINY COMMITTEE

## 1. **Constitution**

A Non-Ward Committee consisting of the Chairman and Deputy Chairman<sup>1</sup> of the:

- Policy and Resources Committee, or their representatives;
- Police Authority Board or their representatives;
- Community and Children's Services Committee or their representatives;
- Licensing Committee, or their representatives.
- Planning and Transportation Committee, or their representatives
- Health and Wellbeing Board, or their representatives
- Port Health and Environmental Services Committee, or their representatives

Appointed in accordance with section 19 of the Police and Justice Act 2006.

## 2. **Quorum**

The quorum consists of any three Members.

## 3. **Membership 2022/23**

The Members referred to in paragraph 1 above

## 4. **Terms of Reference**

4.1 To review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions;

4.2 To make reports or recommendations to the local authority with respect to the discharge of those functions.

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<sup>1</sup> These appointments are to be made with the approval of the committee in question and are, therefore, not considered to be ex-officio positions.

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## **Governance advisory schedule for the Crime and Scrutiny Disorder Committee**

### **1. Purpose**

- 1.1 To discharge the functions required of the Corporation's local authority responsibility to constitute a crime and disorder committee with the power to review or scrutinise decisions made, or other action taken in connection with the discharge by the responsible authorities of their crime and disorder functions, as defined under Section 19 of the Police and Justice Act 2006 requires.
- 1.2 To encourage strategic alignment across represented committees and departments on issues relating to crime and community safety.
- 1.3 To monitor the impact of policy on crime and community safety, making reports or recommendations as appropriate any other committees and the Court of Common Council.
- 1.4 To be responsible for the review and scrutiny of decisions made, or other actions taken, in connection with the discharge by the responsible authorities and other members of the Safer City Partnership of their crime and disorder functions<sup>1</sup>. To discharge the Common Council's functions under section 19 of the Police and Justice Act 2006 as per Section 21 of the Local Government Act 2000 (Scrutiny Committees)
- 1.5 To encourage strategic alignment across represented committees and Corporation departments on issues relating to crime and community safety
- 1.6 To monitor the impact of organisational policy on crime and community safety , making reports or recommendations to other committees and Court of Common Council
- 1.7 To be responsible for the review and scrutiny of decisions made, or other actions taken, in connection with the discharge by the responsible authorities and other members of the Safer City Partnership of their crime and disorder functions ;
- 1.8 To make reports or recommendations to other committees and to the Court of Common Council with respect to the discharge of those functions; and,

### **2. Partnership Working**

In performing its role, the Committee may consult and involve the local community and other local public, private and voluntary bodies or statutory members of the Community Safety Partnership as per the Crime and Disorder Act 1998<sup>1</sup>.

### **3. Frequency of meetings**

The Committee will meet at least once a year.

### **4. Agenda**

Prior to the meeting of each Scrutiny Committee, the Town Clerk committee services will circulate to all Members of the Scrutiny Committees the Agenda and Reports to be considered by the relevant Scrutiny Committee(s) for which they are Members.

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<sup>1</sup> under section 6 of the Crime and Disorder Act 1998

## **5. Proceedings**

- 5.1 The Town Clerk will support the governance of the Committee with a member of the Governance Team fulfilling the role of clerk of the Committees.
- 5.2 The Standing Orders of the Court of Common Council Rules will apply to the Committee and its proceedings.

## **6. Co-option**

- 6.1 The regulations allow crime and disorder committees to co-opt additional members to serve on the Committee.
- 6.2 The regulations make clear that co-optees, at the discretion of the committee, may or may not be voting members or may restrict these voting rights to particular policy areas.
- 6.3 The Committee can only co-opt someone under the Police and Justice Act regulations if they are employees, officers or members of one of the responsible authorities (as listed in section 5 of the Crime and Disorder Act 1998) or are persons or bodies with whom the responsible authorities have a duty to work. Co-optees cannot be Members of the Court of Common Council.

## **7. Responding to requests**

- 7.1 As part of the crime and disorder scrutiny process, the relevant scrutiny committee will from time-to-time request further information from the Safer City Partnership Strategy Group - performance information, for example.
- 7.2 When asked, the partnership will be under a duty to provide this information within a period of 30 days.

## **8. Information requests and data protection**

The information provided by partnerships must be depersonalised unless the identification of an individual is necessary or appropriate in order for the Committee to properly exercise its powers. The information should also not include information that would be reasonably likely to prejudice legal proceedings or current or future operations of a partner organisation.

## **9. Making, and responding to, recommendations**

- 9.1 If a committee drafts a report or recommendations which have an impact on community safety issues, the following should occur:
- 9.2 Copies of the reports and recommendations and to whom they affect to be sent to the individual Safer City Partnership strategy group partners in accordance with Section 19(7) of the Police and Justice Act 2006.
- 9.3 The relevant partner (or partners) should submit a response within a period of 28 days from the date the report or recommendations are submitted (or if this is not possible as soon as reasonably possible thereafter).

9.4 Following the receipt of the response, the Committee will need to agree with the relevant partner(s) how progress in implementing the recommendations will be monitored.

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