



City of London Police Authority Board

Date: WEDNESDAY, 22 MARCH 2023
Time: 10.00 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
Richard.Holt@cityoflondon.gov.uk

Accessing the virtual public meeting Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material. Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

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 the public minutes and non-public summary of the previous meeting of the City of London Police Authority Board held on the 15th of February.

For Decision
(Pages 7 - 16)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 17 - 18)

5. **PUBLIC DRAFT MINUTES OF THE STRATEGIC PLANNING AND PERFORMANCE COMMITTEE**

To note the draft minutes for the Strategic Planning and Performance Committee meeting held on the 6th of February.

For Information
(Pages 19 - 24)

6. **CHAIR'S PUBLIC UPDATE**

Report of the Chair.

For Information
(Pages 25 - 26)

7. **COMMISSIONER'S UPDATE**

Report of the Commissioner.

For Information
(Pages 27 - 30)

8. **REFRESH OF THE COLP POLICING PLAN 2022- 2025 (FOR 2023-34)**

Report of the Commissioner.

For Decision
(Pages 31 - 70)

9. **ANTI-TERRORISM TRAFFIC REGULATION ORDER**

Report of the Executive Director Environment.

For Decision
(Pages 71 - 78)

10. **INDEPENDENT ADVISORY SCRUTINY GROUP- REVIEW OF ARRANGEMENTS**

Report of the Commissioner.

For Information
(Pages 79 - 82)

11. **HMICFRS INSPECTIONS UPDATE- VETTING, MISCONDUCT, AND MISOGYNY IN THE POLICE AND COLP COUNTER CORRUPTION AND VETTING INSPECTION**

Report of the Commissioner.

For Information
(Pages 83 - 86)

12. **ANNUAL REVIEW OF POLICE COMPLAINTS ACTIVITY 2021/22**

Report of the Town Clerk.

To follow.

For Information

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

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

15. **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

16. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the previous meeting of the City of London Police Authority Board held on the 15th of February.

For Decision

(Pages 87 - 90)

17. **NON-PUBLIC OUTSTANDING REFERENCES**
Joint report of the Town Clerk and Commissioner.

For Information
(Pages 91 - 92)

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

For Information

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

For Information

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

For Information
(Pages 93 - 96)

21. **UNIFORM MANAGED SERVICE FOR CITY OF LONDON POLICE VIA THE NUMS
- CONTRACT EXTENSION**
Report of the Commissioner.

For Information
(Pages 97 - 112)

22. **NPCC CYBERCRIME PROGRAMME: BLOCKCHAIN FORENSICS
INVESTIGATION SAAS PROCUREMENT**
Report of the Commissioner.

For Information
(Pages 113 - 116)

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

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

Part 3- Confidential Agenda

25. **CONFIDENTIAL MINUTES**

To approve the confidential minutes of the previous meeting of the City of London Police Authority Board held on the 15th of February.

To be circulated separately.

For Decision

This page is intentionally left blank

CITY OF LONDON POLICE AUTHORITY BOARD **Wednesday, 15 February 2023**

Minutes of the meeting of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 15 February 2023 at 11.00 am

Present

Members:

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

In attendance:

Chairman of the City of London Police Pensions Board John Todd

In attendance virtually:

Munsur Ali
Caroline Addy

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

City of London Police:

Angela McLaren	- Commissioner, City of London Police
Peter O'Doherty	- Assistant Commissioner, City of London Police
Umer Khan	- Commander, City of London Police
Alistair Cook	- Head Police Authority Finance and Force CFO

Mark Paddon
Hayley Williams
Alix Newbold
Chris Bell

- City of London Police
- City of London Police
- City of London Police
- City of London Police

1. **APOLOGIES**

Apologies were received from Nicholas Bensted-Smith.

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

The Chair Deputy James Thomson made a declaration as a member of the Bridge House Estates Board.

3. **MINUTES**

The Board considered the public minutes and non-public summary of the Police Authority Board meeting held on the 25th of January 2023.

The Chair requested that minutes be amended to reflect that the Chair's thanks for assistance with community engagement were specifically for Portsoken Members and to clarify that a Member was in attendance at the last meeting was as an observer.

RESOLVED – That the public minutes and non-public summary of the Police Authority Board meeting held on the 25th of January 2023 be approved as an accurate record.

4. **OUTSTANDING REFERENCES**

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

Following the Board's discussion on this the Director of the Police Authority confirmed that a streamlined governance process would be established for considering the extension of CCTV coverage in the Barbican estate.

RESOLVED – That the report be noted.

5. **COMMITTEE MINUTES**

The Board received the draft minutes of the Economic and Cyber Crime Committee and Resource, Risk and Estates Committee.

1a. **Draft minutes of the Economic and Cyber Crime Committee**

The Board received the draft minutes of the Economic and Cyber Crime Committee held on the 27th of January 2023.

RESOLVED- that the report be noted.

2a. **Draft minutes of the Resource, Risk and Estates Committee**

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

RESOLVED- That the report be noted.

6. **CHAIR'S PUBLIC UPDATE**

The Board received the Chair's public update.

The Chair noted that Board was due to consider the appointment of its committees for the upcoming civic year in April and suggested that Members consider which of these committees they may wish to serve.

RESOLVED- That the report be noted.

7. **COMMISSIONER'S UPDATE**

The Board received the Commissioner's public update.

In response to the Chair's query on the use of Chinese made CCTV cameras on the City of London Police estate it was confirmed that there were no such cameras on the estate but that this would continue to be assessed. In addition, it was explained that the Police Authority Director would be confirming if there was any Chinese made CCTV cameras on the City of London Corporation's estate.

Member's requested that a glossary of acronyms and operation names be added to these reports for ease of use.

RESOLVED- That the report be noted.

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

The Board received a report of the Commissioner on the Q3 Revenue and Capital Budget Monitoring 2022/23.

The Chair of the Resource, Risk and Estates Committee noted that the Committee had reviewed the report at its last meeting with the workforce planning, capital planning and property charges being the focus of discussions. The Chair questioned the appropriateness of the property charges for the Force. In response Officers confirmed that these charges needed to be budgeted elsewhere in the City Fund and once the property charges were removed this would be contribute to the underspend.

RESOLVED- That the report be noted.

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

The Board considered a report of the Commissioner on the City of London Police Revenue and Capital Budget 2023/24.

The Chair observed that clarity was needed on the delineation of capital projects between those funded by the City of London Police through loan draw down and those with funding from the Home Office.

Replying to a Member's query the Commissioner confirmed that the report on the Corporate Services review would be finalised for the next meeting of the Board and thanked the external member of the Board for his assistance with this work.

In response to a Member's query it was confirmed that majority of the Business Rates Premium was allocated to police funding and that an overview of this funding would be provided to the next meeting of the Board.

A Member expressed concern expressed concern that budgetary concerns could impact recruitment standards. Officers confirmed that budgetary concerns would not adversely recruitment standards.

Following the Board's discussion on the mitigations required in the Budget Officer's outlined the actions required to reach these mitigations noting that, whilst there was continued some areas of risk which needed to be managed, they were content that these could be achieved. It was noted that there would be further discussions regarding mitigations in the non-public session.

A member of the Board noted that the Home Office uplift requirement meant that the Force and Authority needed to closely consider the relationship between the staffing numbers and budget. Officers informed the Board that the biggest concern regarding the budget was whether the Home Office would continue to underwrite uplift programme in line with inflationary pressures. The Board noted that it was important to consider how best to engage with Home Office on a range of funding concerns.

RESOLVED- That the report be noted.

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

The Board considered a report of the Commissioner on the City of London Police Income Strategy.

Introducing the report Officers explained that the report presented dealt with the principles for the agreements with a further report to deal with the actuals of these fees and charging positions.

The Chair informed the Board that a report detailing proposals for consideration on all of the relevant funding sources would be prepared for the consideration of the Board and the Resource, Risk and Estates Committee.

RESOLVED- That: -

- I. The City of London Police Income Strategy be approved; and
- II. It be approved that the 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 City of London Police to recover full economic cost.

11. CITY OF LONDON POLICE RISK REGISTER UPDATE

The Board received a report of the Commissioner which provided the City of London Police Risk Register Update.

The Chair expressed concern regarding risk 09 Failure to deliver on Change Portfolio Plan and lack of staffing in the relevant team. It was confirmed that the prospective staff had been offered positions and were presently being vetted in order they could begin their roles promptly.

In response to a Member's query it was explained that the risk register was now produced in the City of London Corporation format to ensure a standardisation of reporting and added that some mitigation actions were included in the non-public session.

RESOLVED- That the report be noted.

12. CITY OF LONDON POLICE- POLICING PLAN

The Board received a report of the Commissioner on the Draft refresh of the Policing Plan Draft Refresh of the Policing Plan 2022- 2025, for 2023-24.

The Board were informed that the new performance measures had been included in the Policing Plan with further work on how best to appropriately assess performance against these measures. The Chair commented that all performance measures needed to be against this framework.

The Chair observed that it was important that the Policing Plan was appropriately communicated to the public.

A Member suggested that the membership of the Police Authority Board be detailed in the Policing Plan.

RESOLVED- That the report be noted.

13. UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS ACTIVITY

The Board received a report of the Commissioner which provided an update on the Violence against Women and Girls Activity.

The Chair observed that there was a huge amount of good work being undertaken by Officers regarding this area of policy particularly noting Operation Reframe as an example of the Force's work to support policing the night-time economy. In addition, the Chair commented that it was important that outcomes and not just activity was included in these reports and communicated to stakeholders.

Officers confirmed that the Force was not currently white ribbon accredited and that this accreditation would be pursued as a matter of urgency.

A Member noted the importance of a diverse and representative police force in improving the trust and confidence in policing from women and girls.

The Chair requested that the survey analysis also focus on the work of the City of London Corporation in addition to the City of London Police.

Replying to a query from the Chair Officers outlined the process for public engagement including joint working with strategic partners.

RESOLVED- That the report be noted.

14. QUARTERLY EQUALITY AND INCLUSION UPDATE

The Board received a report of the Commissioner which provided the Quarterly Equality and Inclusion Update.

In response to a Member's query on the engagement with children and young it was confirmed that the Force's dedicated school engagement policy would be addressing this directly.

The Chair commented that it was important to recognise the achievements but also where there was work to be done in this area noting that progression was as important as recruitment when improving the diversity of staff. Officers confirmed that the target was for the City of London Police to be top performer in the diversity of the Force observing that this may take a relatively extended period of time to achieve.

RESOLVED- That the report be noted.

15. QUARTERLY COMMUNITY ENGAGEMENT UPDATE

The Board received a report of the Commissioner which provided the Quarterly Community Engagement Update.

The Chair noted that the Strategic Planning and Performance Committee had focused on the outcome measures of the Force's Community Engagement and the need to tailor cluster meetings effectively to the specifics of the ward in question.

Following the Board's discussion on the engagement plan regarding Cyber Griffin Officers confirmed that the Economic and Cyber Crime Committee received regular reporting on this performance measure and that proposals for offering this service nationally would be brought to the Board once finalised.

RESOLVED- That the report be noted.

16. PROTECT DUTY (MARTYN'S LAW) UPDATE

The Board received a report of the Commissioner regarding the Protect Duty (Martyn's Law).

In response to a Member's query it was confirmed that a once full details of the Force and Corporation's responsibilities under Protect Duty were confirmed a detailed plan would be provided on how to best resource and delivery these responsibilities. The Chair highlighted the importance of proactive action from the Corporation as the local authority and proper communication with business on the relative responsibilities within Duty.

RESOLVED- That the report be noted.

17. **CRIME AND DISORDER SCRUTINY COMMITTEE- TERMS OF REFERENCE AND CONSTITUTION**

The Board received a report of the Town Clerk on the Crime and Disorder Scrutiny Committee Terms of Reference and Constitution.

The Board commented that this Committee would be a useful body for discussions across various areas across the Corporation and to effectively scrutinising the work of the Safer City Partnership. It was agreed that the Committee needed to meet on a quarterly to properly discharge its scrutiny role.

In response to a Member's question it was explained that the format of the Committee's scrutiny was mandated by the relevant legislation but that the methodology would likely be established over time as the Committee begins to meet regularly.

RESOLVED- That the report be noted.

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

There were no questions.

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

The Police Authority Board approved the appointment of Ray Eaglesmith to the City of London Police on the recommendation of the Board's Chairman.

20. **EXCLUSION OF THE PUBLIC**

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

Item No.	Paragraph(s) in Schedule 12A
21-32	3

21. **NON-PUBLIC MINUTES**

The Board considered the non-public minutes of the Police Authority Board meeting held on the 15th of February 2023.

RESOLVED – That the non-public minutes of the Police Authority Board meeting held on the 15th of February 2023 be approved as an accurate record.

22. **NON-PUBLIC OUTSTANDING REFERENCES**

The Board received a joint report of the Town Clerk and Commissioner on the non-public actions from the previous meeting of the Board.

RESOLVED- That the report be noted.

23. **COMMITTEE MINUTES**

The Board received the draft minutes of the Economic and Cyber Crime Committee and Resource, Risk and Estates Committee.

1a. Draft non-public minutes Economic and Cyber Crime Committee

The Board received the draft non-public minutes of the Economic and Cyber Crime Committee held on the 27th of January 2023.

RESOLVED- that the report be noted.

2a. Draft non-public Resource, Risk and Estates Committee draft minutes

The Board received the draft non-public minutes of the Resource, Risk and Estates Committee meeting held on the 1st of February.

RESOLVED- That the report be noted.

24. CHAIR'S NON-PUBLIC UPDATE

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

RESOLVED- That the update be noted.

25. COMMISSIONER'S UPDATES

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

RESOLVED- That the update be noted.

26. CITY OF LONDON POLICE AND RAIL DELIVERY GROUP - CONTRACT AWARD REPORT

The Board considered a report of the Commissioner on the City of London Police and Rail Delivery Group Contract Award report.

RESOLVED- That the report be approved.

27. CITY OF LONDON POLICE ETHICAL PARTNERSHIPS UPDATE 2022-23

The Board received a report of the City of London Police Ethical Partnership Update 2022-23.

RESOLVED- That the report be noted.

28. FUTURE POLICE ESTATE PORTFOLIO UPDATE

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

RESOLVED- That the report be noted.

29. NON-PUBLIC APPENDICES ITEM 10

The Board received the non-public appendices for Item 10.

RESOLVED- That the appendices be noted.

30. **NON-PUBLIC APPENDICES ITEM 11**

The Board received the non-public appendices for Item 11.

RESOLVED- That the appendices be noted.

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

There were questions in the non-public session.

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

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

33. **CONFIDENTIAL UPDATE**

The Board received a verbal update in the confidential session.

RESOLVED- That the report be noted.

The meeting ended at 12.50 pm

Chair

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

This page is intentionally left blank

City of London Police Authority Board – Public Outstanding References

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 new handbook is being finalised.
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 – the first full update on the inspections and action plans is due to be presented at PSIC on 9 May, and will then follow on to PAB on 24 May.
2/2023/P	Item 4 Outstanding References	Following the Board's discussion on this the Director of the Police Authority confirmed that a streamlined governance process would be established for considering the extension of CCTV coverage in the Barbican estate	Director of the Police Authority	In progress – process map being worked through.
4/2023/P	Item 16 Protect Duty (Martyn's Law) Update	It was confirmed that a once full details of the Force and Corporation's responsibilities under Protect Duty were confirmed a detailed plan would be provided on how best to resource and delivery these responsibilities.	Commissioner/ Director of Police Authority	In progress - the Home Secretary recently announced to the House of Commons that draft legislation for the Protect Duty (Martyn's law) will be published "in the spring", with a Bill introduced after that "as soon as Parliamentary time allows." She also confirmed that there will be a lead-in time before the provisions are brought into force to allow for organisations covered by the Bill to prepare.

--	--	--	--	--

STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE

Monday, 6 February 2023

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Monday, 6 February 2023 at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Andrew Lentin (Deputy Chairman)
Alderman Timothy Hailes
Deputy James Thomson
Moawia Bin-Sufyan (External Member)
Adrian Hanstock (External Member)

Officers:

Richard Holt	- Town Clerk's Department
Richard Riley	- Police Authority Director
Rachel Smith	- Police Authority
Josef Shadwell	- Police Authority
Paul Betts	- Assistant Commissioner, City of London Police
Alix Newbold	- City of London Police
Rob Atkin	- City of London Police
Richard Waight	- City of London Police
Gary Brailsford-Hart	- City of London Police
Nik Adams	- City of London Police
Carly Humphreys	- City of London Police
Brett McKenna	- City of London Police
Steve Heatley	- City of London Police
Claire Flinter	- City of London Police
Hayley Williams	- City of London Police
Chris Pelham	- Assistant Director, Community and Children's Services Department

1. APOLOGIES

There were no apologies for absence received in advance of the meeting.

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

There were no declarations.

3. MINUTES

The Committee considered the draft public minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 17th of November 2022.

RESOLVED- The public minutes of the previous meeting of the Strategic Planning and Performance Committee held on the 17th of November 2022 be approved as an accurate record.

4. **PUBLIC OUTSTANDING REFERENCES**

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

RESOLVED- That the report be noted.

5. **Q3 POLICING PLAN PERFORMANCE -V MEASURES 22-23**

The Committee received a report of the Commissioner regarding the Q3 Policing Plan Performance Measures 2022-23.

The Chair commented that he was happy to see the connection between the performance measures and the Policing Plan evidenced in the report.

In response to a Member's query Officer explained that comparative analysis was still baselined from pre-Covid statistics however an understanding of the *new normal* was beginning, established with a decreased daytime worker based footfall and increased night time economy being key factors influencing policing in the City of London.

Following a Committee member's request Officers explained the Force's process for interpreting intelligence data noting the limitation of the current software used and plans to upskill analytical skillset within the Force. In addition an update on joint operations between the City of London Police and Corporation to tackle phone snatching was provided.

The Committee discussed the importance of measuring public perception of the City of London Police. Officers confirmed that this was of vital importance to the Force explaining that work was being undertaken to establish appropriate metrics for measuring performance in public confidence which would be brought to committee in due course.

Following a Member's concern regarding the adverse effect of staff numbers within Sector and local policing being diverted to police night time economy operations. Officers confirmed that the Force was alive to these concerns and the impact of officer capacity on operational capacity and stated that resources were due to increase in this area from 12 to 18 officers in March 2023.

The Committee confirmed that the City of London Police needed to retain the ambition to meet the agreed diversity targets.

The Committee discussed the Cluster Panel meetings noting that a more formalised and collaborative approach between the Force and Corporation would make these meetings more impactful. The Committee observed that these Panel sessions needed to be tailored effectively to the concerns of both business and residential wards.

In response to a Member's query Officers confirmed the Parkguard service was contracted to the Corporation with limited powers to act however it was noted that options for increasing their responsibilities were being explored. It was also confirmed that the authority for determining the contract for Parkguard was held by the Community and Children's Services Department. The Committee requested that further information about the Service and its relationship to the City of London Police and Corporation be provided.

RESOLVED- That the report be noted.

6. POLICING PLAN MEASURES 2023-24

The Committee received a report of the Commissioner on the Policing Plan Measures 2023-24.

The Chair commented that the degree of detail in the report was very helpful however it was important that scrutiny focussed on the high level measures to ensure the Committee had the required scope of oversight. Officers confirmed that tier two officer governance in Force remained focussed on the totality of measures in the Policing Plan.

Following the Chair's query it was agreed that reference to anti-social behaviour be added to the Policing Plan measures.

It was confirmed by Officers, in response to a question by a Member of the Committee, that the Policing Plan would be assessed against both local and national measures. Further to this the Committee confirmed their consent for the deep dive subjects suggested.

The Committee discussed that improving the Action Fraud satisfaction rates should be targeted as, ultimately, the public perception would be key factor in the success of the service.

RESOLVED- That the report be noted.

7. UPDATE ON VIOLENCE AGAINST WOMEN AND GIRLS ACTIVITY

The Committee received a report of the Commissioner regarding the Update on Violence against Women and Girls activity.

In response to a query from the Chair Officers outlined the key issues for tackling violence against women and girls in the City of London noting that the central issue remained the transient population visiting the City as part of the night time economy.

Answering a Member's concern Officers confirmed they were confident that the current reduction was sustainable with approved resources.

The Committee noted that trust and confidence in policing nationally had been impacted by the recent high profile misconduct cases including one recent case in the City of London Police. It was added that tackling the confidence of the public, with a

focus on women and girls, was a priority for the Force with improved representation and reporting being key factors influencing this.

RESOLVED- That the report be noted

8. **QUARTERLY COMMUNITY ENGAGEMENT UPDATE**

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

RESOLVED- That the report be noted.

9. **HMICFRS INSPECTIONS UPDATE**

The Committee received a report of the Commissioner which provided the HMICFRS Inspection Update.

Following comments from the Committee, Officers agreed that actions from the HMICFRS Inspection which were not within the Force's control would not be reported against to make it clear the specific actions to be scrutinised. In addition, it was agreed that a dashboard format report be produced to provide effective oversight of work against the actions in the Inspection.

Following a request by the Chair it was agreed that an early draft of the City of London Police PEEL report would be provided to the Chair of the Committee and the Chair of the Police Authority Board.

RESOLVED- That the report be noted.

10. **CHILD PROTECTION - DEEP DIVE**

The Committee received a report of the Commissioner on the Child Protection Deep Dive.

In response to the Chair's query it was confirmed that the issues with the primary provider of Appropriate Adult services were being mitigated by the use of a secondary provider.

The Chair of the Police Authority Board requested that the report be shared with the Professional Standards and Integrity Committee and the Community and Children's Services Committee as it was important that they were also made aware of the Force's work regarding child protection. The Committee agreed that the Police Authority Team establish a joined up approach on the Force's representation at other City of London Corporation committees and boards.

Following a Committee member's question Officers explained the preventative measures taken by the Force with regard to the crimes described within the report explaining that these concerns were assessed on both a national and regional basis.

RESOLVED- That the report be noted.

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

There were no questions in the public session.

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

There was no urgent business considered in the public session.

13. **EXCLUSION OF THE PUBLIC**

As there were no non-public items of business the Committee agreed to take the remaining items in the public session.

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

There were no questions in the non-public session.

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

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

The meeting ended at 12.42 pm

Chair

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

This page is intentionally left blank

Committee(s): Police Authority Board	Dated: March 2023
Subject: Chair's Update	Public
Report of: James Thomson	For Information

City of London Policing Plan

Subject to final approval from the Police Authority Board (PAB) **we will publish, on 31 March, the refresh of the City of London Policing Plan 2022–2025 for the coming financial year (2023/24).** The Plan sets out the values, operational and organisational priorities for the coming year to deliver the City of London Police's mission: a local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion. It will be important to maintain a clear line of sight between the priorities set out in the Plan, and reports coming to PAB and its Committees on delivery against it. The Plan will be presented to the Court of Common Council in May.

Legislation and Policy

The Home Secretary published her revised **Strategic Policing Requirement (SPR)** on 20 February. Violence against women and girls is elevated to the status of a national threat in the new SPR. There is also much more prominence given to fraud in the document which the Police Authority and City Police have been seeking together with the support of others. It recognises and reinforces in a number of places the role of the City of London Police as National Lead Force for fraud in policing, references the procurement for the replacement of Action Fraud which the City is leading with the Home Office, and the investment in capacity in the system, especially regionally, led by City Police. City Police specialist units also get specifically referenced as does the work the City does on cyber. We, and the City Police, will consider the implications of the new SPR requirements as we look to deliver the priorities set out in our refreshed Policing Plan. The inclusion in the SPR is a significant step in the recognition by government of the seriousness of fraud as a crime type and will help ensure that local PCCs and Chiefs prioritise tackling fraud.

We continue to await a date for publication of the Government's new **Fraud Strategy and the second iteration of the Economic Crime Plan.** Both will be important in terms of the direction being set nationally on tackling fraud and broader economic crime, and the expectations on those with responsibilities to take action to better protect the public (beyond those articulated in the SPR in relation to police forces).

The Economic Crime and Corporate Responsibility Bill continues its Parliamentary passage through the House of Lords. We await, with interest, the detail of the Government's commitment to introduce an amendment to the Bill to establish a new **'failure to prevent' offence in relation to economic crime.** It must have teeth.

As previously reported, the Police Authority Team is working closely with the Serious Fraud Office and other law enforcement and criminal justice partners to coordinate a position about short term and more fundamental longer term changes to the current

disclosure regime. I am hosting a roundtable of senior figures on 31 March to assess common barriers and identify solutions. We need a disclosure regime fit for the digital age, not the analogue one.

The Home Secretary has provided more detail on the timeline for measures to be introduced following the conclusions of the inquiry into the Manchester Arena bombings in 2017. Draft legislation for the **Protect Duty (Martyn's law)** will be published "in the spring", with a Bill introduced after that "as soon as Parliamentary time allows." She also confirmed that there will be a lead time before the provisions are brought into force to allow for organisations covered by the Bill to prepare.

Funding

The Commissioner, senior City Police colleagues and the Police Authority Director have had a constructive meeting with the Home Office officials responsible for developing the consultation on the forthcoming **Policing Funding Formula Review**. The stated Governmental intention remains to consult in "early 2023". It is likely to set out some broad principles, and consult on the purpose, structure and components of a new formula. We have provided the Home Office with a good deal of information, and an explanation, of the City's current complex funding arrangements, to inform the development of the consultation exercise.

Police Authority Board Dinner

The annual Police Authority Board Dinner took place on 1 March. It was well attended by City of London members and officers, and by senior figures from across the public and private sectors. We heard an insightful speech from Graeme Biggar, the Director General of the National Crime Agency, who spoke about the challenges facing law enforcement – but painted a positive and hopeful picture about our collective ability to meet those challenges. And the evening facilitated helpful discussions – and generated ideas - on policing and community safety more generally. My thanks go to all those involved in arranging and hosting this successful event.

2023/24 Committee Membership

As previously, 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.

Committee(s): Police Authority Board	Dated: 22 March 2023
Subject: Commissioner's Update-	Public
Which outcomes in the <i>City Corporation's Corporate Plan</i> does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 41-23	For Information
Report author: Angela McLaren, Commissioner	

Summary

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

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

Recommendation(s)

Members are asked to note the report.

Operations and Security

Acquisitive & Violent crime

Our anti-phone snatch focus through Operation Niven continues to reduce offences. Joint working with the Pan London Robbery Working Group has further supported disrupting this organised crime type. Feedback from the Business Community demonstrates the effectiveness of our crime prevention roadshows in raising the awareness of phone snatch vulnerabilities.

Specialist Operations

Investigations into Extinction Rebellion (XR) related demonstrations on 25th October 2022 has led to four further convictions of Causing a Public Nuisance. This brings the total guilty verdicts to fifteen, sentencing takes place on 24th March 2023.

Night-Time Economy (NTE)

Our night-time economy’ Operation Reframe’ came together with Transport for London in the pursuit of the Violence Against Women and Girls objectives and safer travel home. A total of thirty-six vehicles were stop checked, twenty-four licensed premises checked, with five being subject to a full license check.

Police Uplift Programme

We have 10 new Detectives joining us on 20th March 2023 and a further 11 starting on 27th March 2023. We are currently predicted to achieve 1008 officers at the end of the financial year, which is 22 over our target and 20 of which are in line with the agreement with the Home Office on over-recruitment.

Professionalism & Trust

An update paper is on the agenda covering the recent national and local HMICFRS inspection into vetting and counter corruption.

Our recently launched Inclusivity Programme aims to support a culture of understanding within our working environment and towards the community we serve. Following mandatory training, officers and staff will chose from a menu of options tailoring their own development.

- **Community Day Initiative** – Visiting a local organisation, in our community
- **Mentivity** – Insight into differing communities’ experience of interacting with the police
- **Ethical Dilemmas** – Scenarios followed by thought provoking team discussions
- **Active Bystander** – Raising awareness on how to stand up to and deal with behaviours
- **Alter Egos** – Power of Stories to create change
- **Focus On sessions** – Development coaching and leadership

Reward & Recognition

Superintendent Patrick Holdaway collected an award at the Outstanding Security Performance Awards on behalf of the National Business Crime Centre for their Safer Business Action initiative. The initiative is a joint approach by police, business, private security, Business Crime Reduction Partnerships and Business Improvement Districts to reduce crime affecting businesses. The City of London have a second Safer Business Action Day planned for 23rd March 2023.

Fraud Operations and Lead Force Operations Room (LFOR).

Covid Bounce back Loan Fraud

This case involved a suspect who obtained a COVID bounce back loan in order to pay off a court confiscation order. He had been prosecuted by the Serious Fraud Office(SFO) in 2006 for a £34 million fraud. He was issued with a confiscation order for £40 million, and later breached this 3 times. The SFO found further offending and called in CoLP to assist. Charges have now been secured in respect of fraud and money laundering. A real example of Fraud Operations successfully targeting the “big players”.

Investment Fraud investigation

This investigation relates to an Investment fraud for high-risk high-reward Binary options trades. 172 victims lost a combined £2.2M. The trial lasted 5 weeks and the jury took 2 hours to find both suspects guilty of fraud and money laundering. Sentencing took place on the 3rd February 2023.

One suspect received almost 9 years imprisonment and a 15-year company directorship ban. A second suspect received 2 years, suspended for 2 years and a 5-year directorship ban.

National Co-Ordinator’s Office - NCO

The NCO has completed its plan to engage and visit all 43 forces in England and Wales. This culminated with a visit to the Metropolitan Police on the 24 February 2023. The team also visited Bedfordshire Constabulary on 2 March 2023 (at their request), to determine the progress they have made during the course of the last year.

Police Intellectual Property Crime Unit - PIPCU

Counterfeit goods Operation

This involved a multi-national investigation across Europe and America. The Organised Crime Group (OCG) were returning counterfeit goods to genuine companies, claiming they were faulty. The fake items were so good on their exterior appearance that the companies would replace them with genuine working items. This criminal activity was worth 1.1million and at the time of Police intervention the method was growing across several OCGs.

Takedown Operations

The team took down a very large Internet Protocol Television (IPTV) provider alongside partners at Sky TV. This was one of the UK’s biggest illegal streaming operations. Losses to the TV broadcaster will be counted in the millions of pounds. Over two operations there have three arrests and large data capacity servers seized.

Cyber Alarm

A training session on the CyberAlarm system¹ for 60 officers and staff took place in February.

Home Office Legal advice has been provided verbally after an extensive review of Police CyberAlarm. They have confirmed it is covered by section 46 of the Intellectual property Act and supported by section 32 of Business Regulations, allowing the data to be provided to prevent and detect crime.

Economic Crime and Cyber Academy

The Head of the Academy met with the Home Office International capability and capacity team to assist with their training needs review of the Mauritius Police Force.

The purpose of this meeting was to support the Home Office future delivery program 2023-25 to best protect the victims of crime from the threat of cyber and economic crime in international jurisdictions.

National Fraud Intelligence Bureau- NFIB

A technological problem emerged between the two systems which underpin AF and NFIB. This resulted in the creation of 5,400 duplicate National Fraud Reporting Centre (NFRC) numbers (crime numbers) but there was no break in service. The issue was quickly identified and resolved, a plan is now in place to deal with the backlog of duplicate records, to ensure a smooth victim journey. Alongside other mitigation measures a communications plan has been developed to ensure that affected victims are updated on the situation.

Angela McLaren
Commissioner of Police

¹ Police CyberAlarm is a tool to monitor the traffic seen by a member’s connection to the internet. It will detect and provide regular reports of suspected malicious activity, enabling organisations to minimise their vulnerabilities.

This page is intentionally left blank

Committee(s): Police Authority Board	Dated: 22 nd March 2023
Subject: Refresh of the CoLP Policing Plan 2022- 2025 (for 2023-34)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 - People are safe and feel safe.
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Po 42-23	For Decision
Report author: Alix Newbold and Det Supt Carly Humphreys, HQ Services	

Summary

This report presents the final version of the 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 updates provided to the PAB in January and February 2023, this report now presents the final version 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) were presented for discussion at the 6th February 2023 Strategic Planning and Performance Committee (SPPC). Presentation of the Policing Plan final draft was also presented for information at the 15th February 2023 Police Authority Board (PAB).

This report, containing the final version of the refreshed Policing Plan 2022-25 is being presented to PAB for final approval. Publication of the Plan will take place on Friday 31st March 2023 rather than Saturday 1st April 2023.

Recommendation(s):

It is recommended that Members approve the refreshed Policing Plan for publication.

Main Report

Background

1. Legislation requires Police and Crime Commissioners to publish police and crime plans in place of traditional policing plans¹. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The 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.² 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 Police and Crime Plans.
2. The responsibility for drafting the Policing Plan and advising the Police Authority on its contents remains with the Commissioner of Police. However, guidance and legislation are clear that the Police Authority must approve, own and issue the published plan.
3. The Police Act 1996³ requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
 - i. the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
 - ii. its policing objectives for the policing of its area and the discharge by the City of London Police of its national or international functions during that year.
4. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.⁴ Such priorities are currently articulated by the Strategic Policing Requirement; the City of London Police's approach to this appears in the attached plan. 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.
6. The Policing Plan has received a final proof-read following return from the publisher and is now in final format for approval.

¹ Police Reform and Social Responsibility Act 2011

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

³ S.6ZB as above

⁴ As determined under s.37A of the 1996 Act

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

7. 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 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.

Appendices:

Appendix A –Policing Plan Refresh 2022-25 (for 2023-24).

Contacts:

Alix Newbold

Interim Director, City of London Police HQ

T: 07795055965

E: alix.newbold@cityoflondon.police.uk

Carly Humphreys,

Detective Supt HQ

T: 07523 946343

E: Carly.humphreys@cityoflondon.police.uk

This page is intentionally left blank



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

CONTENTS

FOREWORD 1

POLICING PLAN ON A PAGE 3

SECTION 01 BACKGROUND TO THE PLAN..... 4

City of London Police at a glance5

Policing in a changing world6

Listening to our Communities8

SECTION 02 THE PLAN IN DEPTH 11

OVERVIEW 12

VALUES 14

Professionalism, integrity and compassion.....14

OPERATIONAL PRIORITIES 15

Keep those who live, work, and visit the City safe and feeling safe..... 15

Protect the UK from the threat of economic and cyber crime18

Put the victim at the heart of everything we do.....21

ORGANISATIONAL PRIORITIES 22

Our People23

Our Resources25

Efficient and effective service26

Performance Measures.....28

SECTION 03 DELIVERING THE PLAN 29

Business Planning and Change30

Working Collaboratively31

Roles and Responsibilities32

Contact us.....33

FOREWORD

FROM POLICE AUTHORITY CHAIR AND CITY OF LONDON POLICE COMMISSIONER

CHAIR'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



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.

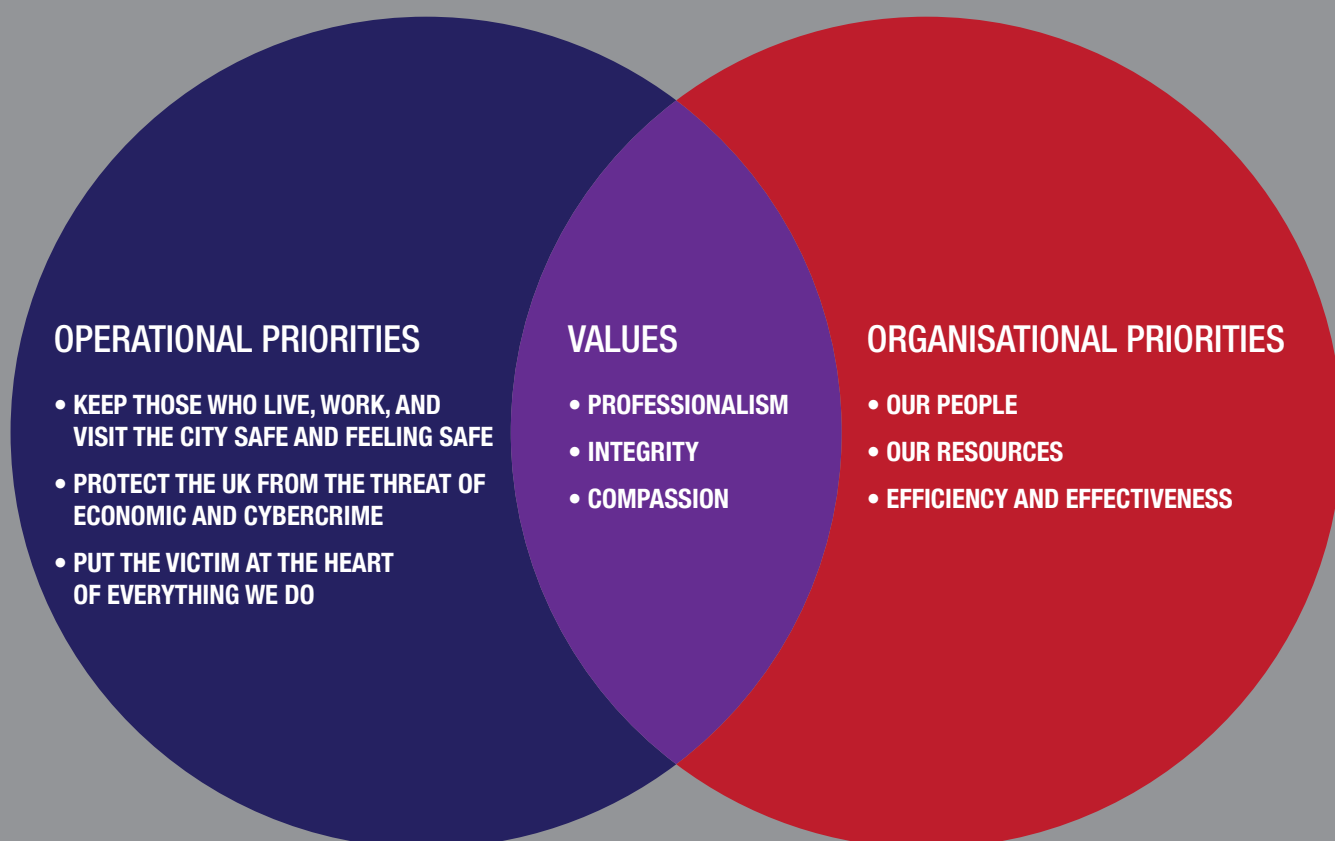


Angela McLaren

POLICING PLAN ON A PAGE

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

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



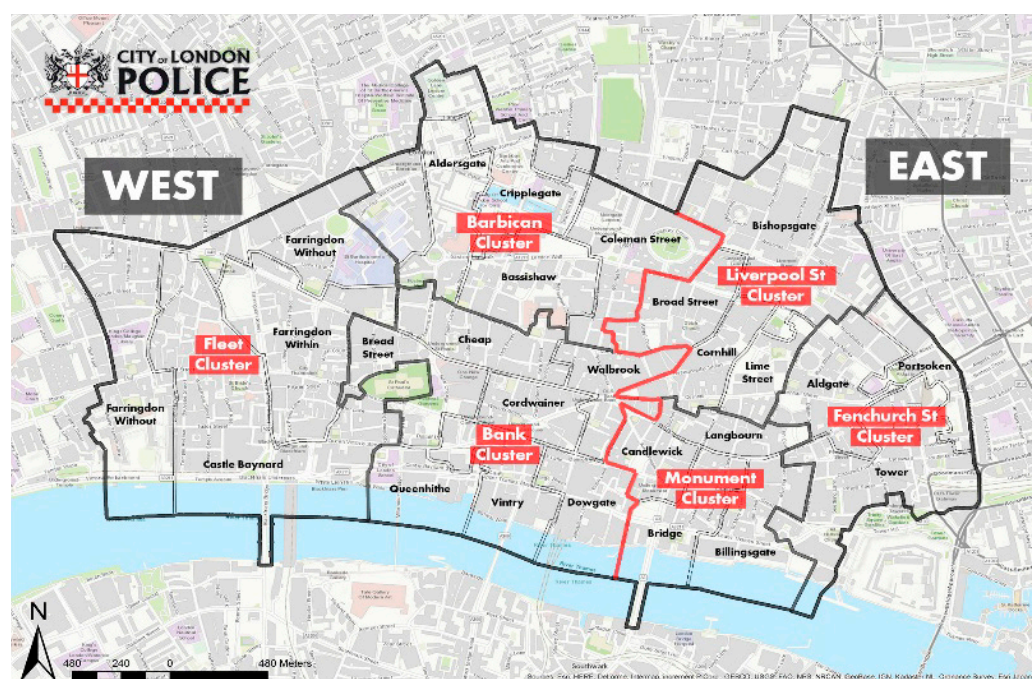
SECTION 01

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 for 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 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 Programme', 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.

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:

- Violence Against Women and Girls
- Terrorism
- Serious Organised Crime
- National Cyber Event
- Child Sexual Abuse
- Public Disorder
- Civil Emergencies

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 in 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 in, work in, 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 eased, 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 Destination City, 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 the 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.



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



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 utmost 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. We are also in the process of assisting with the formation of a Youth IASG to enhance the development of our legitimacy across broader demographics.

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
--------------------------------	----------------	-------------------------------	-------------------------------------

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 Hutton 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

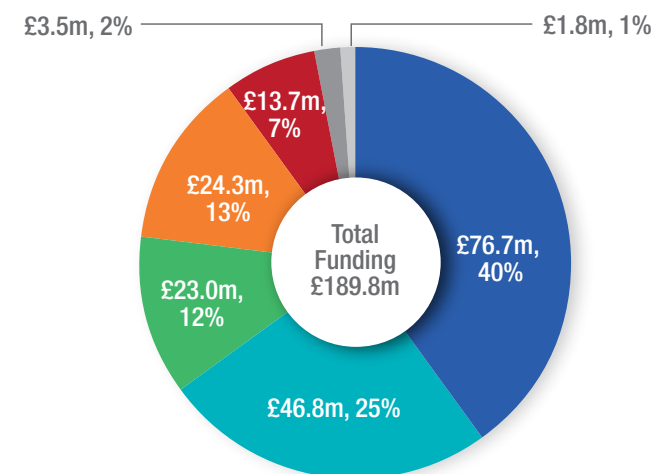
Like all police forces in England and Wales, most of our funding is from the Home Office. This is in the form of a core grant to cover the basic operations of policing, as well as specific grants. These cover areas such as counter terrorism policing and where we take a national lead role in areas such 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 2023/24 – PIE CHART BREAKDOWN



- Home Office Core Grant, £76.7m 40%
- Govt Grants for Lead Force & CT, £46.8m 25%
- Pensions Grant, £23m 12%
- COL Funding (net*), £24.3m 13% (COL funding awaiting final approval from Court of Common Council)
- Partnership income, £13.7m 7%
- Fees and charges, £3.5m 2%
- Use of reserves, £1.8m 1%

Total Funding £189.8m

*Total CoL Funding in 2023/24 is £28.2m net of £3.9m capital financing costs

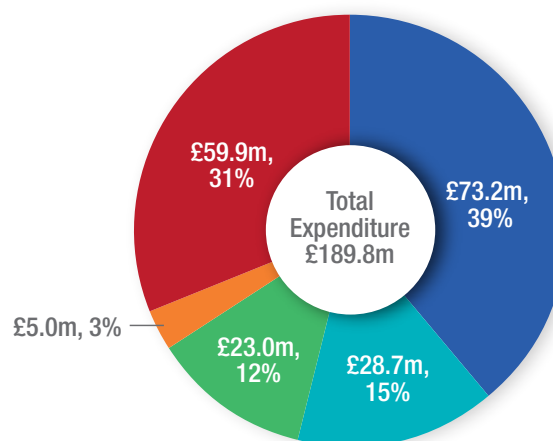
WHAT WE SPEND

Around two-thirds of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2023/24 the budget provides for a force establishment of 517 full time equivalent (FTE) police staff and 978 FTE officers.

To make sure our expenditure does not exceed our funding in 2023/24, we will need to sustain some £12m prior year savings and mitigations made since 2020/21 and add £8.6m new ones in 2023/24. We will continue to 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 2023/24 - PIE CHART BREAKDOWN



- Officer pay, £73.2m 39%
- Staff pay, £28.7m 15%
- Pension Fund deficit, £23m 12%
- Other Employee costs, £5.0m 3%
- Non Pay costs £59.9m 31%

Total Expenditure £189.8m

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 Constabulary, 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 for 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.

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) ¹	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
The public feel safe	Efficiency and effectiveness
The public have confidence in City of London Police	Efficiency and effectiveness

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 Comptroller and City Solicitor is the Authority's Monitoring Officer.

Police Authority Board Committee details can be accessed through the below link:

[Committee details - City of London Police Authority Board - Modern Council](#)

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



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



Textphone service **18001 101**



Follow us on twitter **@CityPolice**



Like us on Facebook

PUBLIC ENQUIRIES AND REPORTING CRIME:



www.cityoflondon.police.uk



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



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



Anti-terrorist hotline **0800 789 321**



Committee(s)	Dated:
Streets & Walkways Sub Committee Police Authority Board Policy & Resources Committee	7 March 2023 22 March 2023 20 April 2023
Subject: Anti-Terrorism Traffic Regulation Order	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director, Environment Department	For Decision
Report author: Ian Hughes, City Operations Director	

Summary

The City's permanent Anti-Terrorism Traffic Regulation Order (ATTRO) authorises the City Police to potentially control the movement of pedestrians and vehicles on City streets for counter terrorism purposes and was originally requested as part of a package of measures aimed at both improving the security of people in crowded places & preventing damage to buildings from a potential terrorist attack.

Members approved the ATTRO in 2016 on the basis that the City Corporation's area was particularly vulnerable to terrorism due to its highly dense nature and the concentration of high profile, historic, prestigious and financial targets that can be found throughout the Square Mile. Matters since would suggest this assessment has not changed, albeit the use of the ATTRO has been limited to a small number of high-profile special events.

From a City Police perspective, retaining the permanent ATTRO remains important because it affords them the ability to react quickly, if the intelligence necessitates it, to protect the public. For the City Corporation, having a permanent ATTRO allows it to be implemented for specific requests in a more timely manner where speed of response may be important.

The ATTRO was made as a permanent traffic order but subsequently Members requested that in addition to annual reports on its usage, the continuing need for the ATTRO to remain in place would be reviewed every three years. As a result, this year's report is For Decision.

Recommendation(s)

Members are recommended to approve the continuation of the ATTRO subject to a further review in three years' time.

Main Report

Background

1. In September and October 2016, the Planning & Transportation Committee (for decision), the Police Committee (for information) and the Policy & Resources Committee (for decision) discussed and agreed to the creation of an Anti-Terrorism Traffic Regulation Order (ATTRO) in the City Corporation area.
2. This was in response to a request from the Commissioner of the City Police in July 2015 to introduce such an order and followed a statutory public consultation.
3. The Commissioner's request was informed by advice received from his counter-terrorism security advisors, including the Centre for the Protection of National Infrastructure (CPNI). The advice related to the whole administrative area of the City and was in the context of the potential impact of terrorism due to the City's intensely crowded nature and its role as a high-profile world centre of economic activity.
4. The ATTRO is a counter terrorism measure pursuant to the provisions of the Civil Contingencies Act 2004, which allows traffic orders to be written by the Traffic Authority under s6, s22C and s22D of the Road Traffic Regulation Act 1984. These orders can only be made on the recommendation of the Commissioner of Police and are for the purposes of:
 - Avoiding or reducing the likelihood of, or danger connected with, terrorism, or;
 - Preventing or reducing damage connected with terrorism.
5. On the basis of a security assessment or an intelligence threat, the ATTRO gives a City Police Inspector or above the discretion to restrict traffic and / or pedestrians to all or part of any street in the City. That discretion must be exercised in accordance with an agreed protocol so that any interference is proportionate and that such restrictions are in place for the minimum extent and time necessary.
6. The Commissioner requested the ATTRO be put in place on a permanent basis, but that its use be contingent on it only being used as a proportional counter terrorism response to the needs of an event, incident or item of intelligence. Transport for London also agreed to allow the City Corporation to include their streets within the Square Mile as part of the ATTRO area.
7. The permanent ATTRO allows the controls to be activated at any time, albeit in accordance with an agreed protocol that reflects the statutory requirements for making such an order. Nevertheless, its permanent nature enables quicker activation of security measures to meet operational requirements given the unpredictability of the current terrorist threat.

8. Members agreed to making the ATTRO on two key conditions, namely that an annual review be presented to Members, and as part of that review, there should be confirmation that the ATTRO had been used in a proportionate way.

Current Position

9. The protocol established for using the ATTRO allowed for two main types of scenario. The first of these was for intelligence-based police led urgent situations, however, since its introduction the permanent City ATTRO has yet to be used to implement controls resulting from advance intelligence.
10. The second scenario was in relation to pre-planned special events where the ATTRO could be used to supplement the City Corporation and TfL's existing event planning process. Such events typically have a separate pre-advertised temporary traffic regulation order (TTRO) granted to the organiser to close roads just to facilitate the event, but if deemed appropriate, the ATTRO could be used to authorise additional protective security measures, particularly in response to emerging information regarding the terrorist risk to that event. These could include the control of pedestrian movements which would not typically form part of the standard event TTRO, and / or additional road closures that might be deemed appropriate nearer the event.
11. In between its introduction in 2016 and the large scale suspension of mass spectator events due to Covid, the City Police Commissioner requested the ATTRO to be used on eight separate occasions, all in relation to a particular special event. Four of those requests involved the annual New Year's Eve celebrations as part of the Metropolitan Police-led operation across Central London. The other four were all in 2017 and related to:
 - The funeral of PC Keith Palmer at Southwark Cathedral
 - The IAAF Marathon
 - The Lord Mayor's Show & Fireworks
 - The Grenfell Tower Memorial Service at St Paul's Cathedral
12. During 2022 and following the return of mass spectator events after Covid, the Commissioner requesting its use for three events, namely:
 - Her Majesty the Queen's Platinum Jubilee Service at St Paul's Cathedral
 - Events related to the passing of Her Majesty Queen Elisabeth II and the accession of His Majesty King Charles III
 - New Year's Eve celebrations
13. Post-event feedback would suggest the additional powers contained in the ATTRO were used sparingly, but where used, they proved helpful in ensuring the mitigation of terrorism risk. There was no noticeable or negative impact on the general public and none of their uses exceeded 48 hours, which would have otherwise triggered a review by the Town Clerk & Commissioner as per the standing protocol.

14. The City Police therefore wish the ATTRO to be retained as they consider it affords them the ability to react quickly to protect the public if the intelligence or the manner in which events unfold necessitates it.

Considerations for Retention

15. From a City Corporation perspective, having the permanent ATTRO allows requests to be implemented in a more timely manner compared to the time involved in processing individual applications in circumstances where delay could prejudice the ability to remove or reduce threat. However, to be clear, individual requests to implement measures under the ATTRO are carefully considered and only agreed if they are considered to have sound reasons and strike a proportionate and fair balance between public interest and private rights.
16. The retention of an ATTRO to cover the whole City (rather than piecemeal ATTROs for smaller areas) is also considered appropriate to current and future potential threats given the widespread nature of potentially high profile targets within the Square Mile and the fast changing nature of the City and the security environment.
17. In terms of the wider use of ATTRO legislation, during the course of last year a Judicial Review was brought against Westminster City Council and the Metropolitan Police regarding their use of ATTRO powers in relation to an event at the Royal Albert Hall. The issues raised were generally around:
- The timely consideration and processing of requests for the ATTRO
 - The balance between the public's right of access and the ability to limit that access for counter terrorism purposes, in particular the need to consider each request on its merits
18. For the City Corporation, City Police and TfL, the first of these issues is best addressed by having the standing power in place that can be implemented via an agreed protocol, allowing it to be used in an agreed and timely fashion.
19. In terms of the proportionality of using the ATTRO, the City Corporation already applies a significant degree of challenge (at Town Clerk level) to each request made by the Commissioner, ensuring the case being made is specific to that request and takes into account the balance of other legislative rights and powers.
20. It should be noted the operational protocol to oversee how the ATTRO is triggered and operated remains subject to review between the City Corporation, City Police and TfL under 'Business as Usual' protocols to ensure it remains fit for purpose. In addition, although the authority to implement the ATTRO has been delegated to the Town Clerk, the Chairmen of your respective Committees are made aware when requests are made and this delegation is used.
21. Although the ATTRO itself has no defined end date, Members felt it appropriate to reconsider retaining these powers on a standing basis every three years. The last such occasion was in 2020, so this year's report on the ATTRO's usage and retention is appropriately for decision.

Proposal

22. Retaining the permanent ATTRO allows requests to be considered in a timely manner where any delay involved in approving and making individual ATTROs could undermine the reason for making the ATTRO. It is therefore proposed that the ATTRO be retained for the reasons set out above.

Corporate & Strategic Implications

23. Counter Terrorism is graded as a tier one threat against our country as per the National Strategic Policing Requirements set by the Home Office. Nationally and locally, there is an appropriately strong expectation that the threat of terrorism is met by an equally appropriate and proportionate response by the police and their partners.
24. The Government's Contest Strategy aims to reduce the risk to the UK and its interests overseas from terrorism, so people can go about their daily lives freely and with confidence. The City of London Police, part of the London counter terrorism region, supports the Contest Strategy through the four P's approach of Pursue, Prevent, Protect and Prepare. Protective Security as a theme, and therefore the ATTRO, fits firmly under Protect element of the Government's Contest Strategy.
25. The number one ambition of the City of London Police's Corporate Plan is 'to make the City of London the safest place in the world'. This includes having all the tools available to rapidly mitigate risk and to protect the public.
26. The City of London's historical, cultural and economic importance means it will always be an attractive target for those who are intent on causing high profile disruption. By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole. In terms of prevention, the City of London Police plan states 'we will continue to develop different ways to engage and work with partners in a coordinated way to deter, detect and disrupt terrorist activity'.
27. The City of London Local Plan 2015 aims to ensure that the City remains a safe place to live, work and visit. Core Strategic Policy CS3 makes specific provision for implementing measures to enhance the collective security of the City against terrorist threats. It seeks to apply those measures to broad areas, including the City as a whole, encouraging the development of area-based approaches to implementing security measures. The Local Plan is now under review but is likely to continue that approach.
28. The risk of terrorist attack remains at the top of the current Corporate Strategic Risk Register because of the City's concentration of high profile, historic, prestigious and financial targets. In addition, the City's Corporate Plan 2018-2023 reiterates the key aims of ensuring people are safe & feel safe and that we protect the users of our buildings, streets & public spaces.

29. Otherwise, the legal implications on the use of the ATTRO remain unchanged from the original 2016 report and are repeated in Appendix 1 for reference.

Risk Implications

30. Although the risk of further terrorist attacks in the Square Mile cannot be eliminated, the potential availability of the ATTRO to the City Police forms part of the measures available to help mitigate that risk.

Legal & Equalities Implications

31. See Appendix 1.

Financial, Resource & Climate Implications

32. None

Conclusion

33. Given the Square Mile's exceptional environment, its 'attractiveness' as a terrorist target has not changed. The evidence would suggest the use of the ATTRO is carefully considered and is used proportionately, balancing public interest against individual rights. Feedback does not suggest any noticeable or negative impact on the general public and a significant but appropriate degree of challenge is made by the City Corporation to the requests from the Commission to use it.

34. As a result, it is recommended that the City's permanent ATTRO is retained as an appropriate measure to enable the Commissioner of Police to more readily and better protect the City community.

Appendices

Appendix 1 - ATTRO Legal Considerations

Ian Hughes
Director, City Operations
Environment Department

T: 020 7332 1977

E: ian.hughes@cityoflondon.gov.uk

Appendix 1 - ATTRO Legal Considerations

1. Statutory power to make the ATTRO – Sections 6, 22C and 22D of the Road Traffic Regulation Act 1984 (as amended by the Civil Contingencies Act 2004) enables traffic orders to be put in place by the traffic authority for the purposes of avoiding or reducing the likelihood of danger connected with terrorism, or preventing or reducing damage connected with terrorism.
2. Statutory duties of traffic authority - As traffic and highway authority, the City Corporation has the duty to secure the expeditious, convenient and safe movement of traffic (having regard to the effect on amenities) (S122 Road Traffic Regulation Act 1984) and the duty to secure the efficient use of the road network avoiding congestion and disruption (S16 Traffic Management Act 2004). The Schedule to the ATTRO sets out requirements aimed at meeting these duties by ensuring that any restrictions will be the minimum necessary to remove or reduce the danger and are consistent with the statutory requirements for making such Orders. In implementing the ATTRO the traffic impacts of restricting or prohibiting traffic to roads within the City, including, potentially, pedestrian traffic, should be considered. In the event of a threat, the disruption to traffic flow would also have to be weighed against the threat of more severe disruption and greater risk being caused due to failure to prevent an incident.
3. Further controls - The Schedule to the draft ATTRO requires that in most cases at least seven days' notice of any restrictions must be given to persons likely to be affected (unless this is not possible due to urgency or where the giving of notice might itself undermine the reason for activating the ATTRO), and notice must also in any event be given to the City, TfL and other affected traffic authorities. The requirement for notice is intended to mitigate adverse traffic impacts by enabling alternative transport arrangements to be put in place.
4. Human Rights and Proportionality - In considering the request for the ATTRO, there is a duty to act in accordance with the European Convention on Human Rights. In relation to possible restriction of access to property, any interference with Article 1 rights to enjoyment of property must be justified. Interference may be regarded as justified where it is lawful, pursues a legitimate purpose, is not discriminatory, and is necessary. It must also strike a fair balance between the public interest and private rights affected (i.e. be proportionate). It is considered that the public interest in being protected by the existence and operation of the ATTRO can outweigh interference with private rights which is likely to occur when restrictions are in operation. The scope of restrictions must be proportionate and should only last until the likelihood of danger or damage is removed or reduced sufficiently in the judgment of a senior police officer. The Schedule to the ATTRO sets out arrangements (further expanded in the Protocol) for ensuring that any interference is proportionate. Given the risks to life and property which could arise if an incident occurred, and the opportunity provided by the ATTRO to remove or reduce the threat of and/or impacts of incidents, it is considered that the ATTRO can be justified and any resulting interference legitimate.

This page is intentionally left blank

Committee(s): Police Authority Board	Dated: 22 nd March 2023
Subject: Independent Advisory Scrutiny Group- Review of arrangements	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 43-23	For Information
Report author: Kam Dhaliwall, Equality & Inclusion Manager, Professionalism and Trust Team, T/Chief Superintendent Sanjay Andersen, Head of Professionalism and Trust Team	

Summary

This report provides an update regarding the Independent Advisory Scrutiny Group which was requested by the Police Authority Board at a previous meeting,

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

1. The Independent Advisory Scrutiny Group (IASG) is a strategic group that seeks to improve two-way communications between the police service and the diverse communities it serves. The IASG is made up of community members who are independent from the police, and volunteer for the role. As independent advisors and critical friends, the overarching role of the group is to offer advice on the community impact of police activity. They help to resolve policing problems and advise on proposed operations, building public confidence, improving local policing performance and accountability. It is best practice to consult with the IASG before policies and procedures are implemented.
2. The IASG was formed in December 2019, by amalgamating the Police Independent Advisory Group (IAG) and a Police Community Scrutiny Group (CSG), to form one Group, the Independent Advisory Scrutiny Group (IASG). In December 2022, members of the Police Authority Board (PAB) met with members of the IASG to learn about the IASG role. The feedback from the meeting was shared with the Chief Officers Team, where some recommendations were made on how to move forward. An update was requested by the Police Authority Board (PAB) on the progress of the feedback since the last meeting.

Current Position

3. The IASG raised concerns about how they were supported and utilised by the Force. Following discussions, several changes have been introduced to reaffirm the value of and reinvigorate the relationship between the IASG and the Force. These changes are summarised below.

Purpose/Governance:

- In December 2022, the Force moved the IASG Portfolio from Local Policing to Professionalism & Trust (P&T), which now oversees all administrative support for the IASG. Since the change in management, P&T has supported the next IASG meeting, which took place on Wednesday 22nd February 2023 attended by six IASG members. In addition, the Force was represented by the Operations & Security Commander, the Head of P&T, the Superintendent for Local Policing, the Superintendent for Serious & Organised Crime, and the Equality & Inclusion Manager for the Force. Positive feedback has been received about the meeting from the IASG members that attended.
- P&T has appointed a Single Point of Contact to liaise with the IASG. In addition, a monthly meeting now takes place with the Head of P&T and the IASG Executive to raise and discuss any issues.

- The Force and IASG have updated the role description of the IASG:
 - *The Independent Advisory and Scrutiny Group (IASG) is made up of a diverse group of people independent of the police service from differing communities. They monitor, observe and advise on aspects of policing that affect the broader community*
 - *It:*
 - *advises the City of London Police on critical incidents*
 - *advises on City of London Police policy and high impact issues concerning black and minority communities e.g. Stop and Search, recruitment and retention of officers.*
 - *advises on operational and tactical policing issues*
 - *interacts with the community to help promote an inclusive approach*
- Stop & Search is subject to community scrutiny under the Best Use of Stop and Search scheme (BUSSS), the Code of Practice for stop and search, and the College of Policing's Authorised Professional Practice (APP). The aim of BUSSS, launched in 2014 by the Home Office and the College of Policing, is to achieve greater transparency and community involvement in the use of stop and search and increase public confidence that it is used fairly, lawfully and effectively. The Force and IASG have agreed a revised focus on Stop and Search scrutiny, to ensure legal and compliance standards are met.

Defining IASG Involvement

- Work is on-going with the IASG to define future involvement and engagement in Force activities. The IASG has created sub-groups for specific subject matters such as, Counter Terrorism, Violence & Acquisitive Crime, Fraud, Vulnerable People, Public Order, Road Policing, Cyber Crime, Hate Crime & Diversity & Inclusion, Stop & Search, and Use of Force, to assist with this process. In support of this, the Force has allocated an individual as Force Liaison for each IASG sub-group.

Feedback on IASG reports

- The IASG highlighted that a number of reports prepared for the Force were not responded to. These have now been reviewed and shared with the appropriate areas in the Force. Moving forward P&T will agree the timescales for feedback on IASG reports with the IASG. The IASG single point of contact (SPOC) will monitor the return rates and timescales for all reports.

Recruitment and Vetting

- The IASG currently has 10 members, 6 of which are active. The recruitment of new IASG members, supported by P&T, will shortly commence.
- P&T are currently reviewing the vetting status of all IASG members to ensure vetting compliance to Non-Police Personnel Vetting (NPPV) 2. In addition, the

vetting level of all IASG members is in the process of being enhanced to include Counter Terrorist Check (CTC) level, allowing the IASG access to police material, up to Official-Sensitive.

Conclusion

4. The Force is continuing to support the IASG and build on the refreshed relationship.

Contact:

Kam Dhaliwal, Equality & Inclusion Manager

Professionalism and Trust

City of London Police

Kamalpreet.Dhaliwal@cityoflondon.police.uk

T/Chief Supt Sanjay Andersen

Professionalism and Trust

City of London Police

Sanjay.Andersen@cityoflondon.police.uk

Committee(s): Police Authority Board	Dated: 22 nd March 2023
Subject: HMICFRS Inspections Update- Vetting, misconduct, and misogyny in the police and CoLP Counter Corruption and Vetting Inspection	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 44-23	For Information
Report author: Linda Healy, Professional Standards Dept	

Summary

The Chair of the Board requested and update on His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Inspections relating to the national thematic Inspection on 'vetting, misconduct, and misogyny in the police' and the inspection on the Force Counter Corruption and Vetting Units. This report provides and overview of activity with a more detailed update planned for the Professional Standards and Integrity Committee in May 2023.

City of London Police has produced a combined delivery / action plan in response to recommendations in the publication by HMICFRS 'An inspection of vetting, misconduct, and misogyny in the police.' Incorporated are recommendations from the de-brief of HMICFRS inspection of City of London Polices counter corruption unit (CCU) and vetting unit. City of London Police is confident it will deliver on all recommendations. A member of staff has been seconded to Professionalism and Trust to co-ordinate delivery and implementation of the plan. Internal governance arrangements are detailed within the report. There is a national requirement for monthly reporting to National Police Chiefs Council on behalf of HMICFRS to track progress against the recommendations. The Home Secretary will be provided with a full update by HMICFRS at the end of March 2023, which is before the deadlines set for the majority of the report recommendations.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In November 2022, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published 'An inspection of vetting, misconduct, and misogyny in the police' report. This was a national thematic inspection and not specific to City of London Police (CoLP). This report made forty-three (43) recommendations and five (5) Areas for Improvement (AFI) which they acknowledged was an unusually high number of recommendations for a HMICFRS report. Of the forty-three (43) recommendations twenty-nine (29) were for Chief Constables as well as the five (5) AFIs.
2. In October 2022 HMICFRS carried out an inspection of City of London Police Counter Corruption Unit (CCU) and Vetting Unit. The inspection covered similar areas to the national report. At the conclusion of the inspection the HMICFRS team delivered a debrief. The aim was to give an overview but not a definitive judgement so CoLP could consider any early action that might be necessary instead of waiting for the publication of the inspection report which is yet to be published.
3. CoLP adopted nine (9) recommendations to take action on immediately. This was reduced to six(6) when the national thematic report was published as three (3) actions adopted from the debrief formed part of the twenty-nine (29) national recommendations for chief constables.

Current Position

Delivery Action Plan

4. A combined delivery / action plan was produced from the national thematic report and CoLP CCU / Vetting inspection de-brief. This has a total of forty (40) separate actions made up of:
 - 5 Areas for Improvement
 - 29 Actions for Chief Constables
 - 6 actions identified from CoLP debrief.

Delivery of the Plan

5. There are forty (40) separate recommendations, and this report is to give a very high-level overview of where CoLP's progress as of today (06/03/2023).
6. Presented below is the current RAG rating for each set of actions.

HMICFRS Devliery Plan	RAG Rating			Outside Agency
	RED	AMBER	GREEN	
Recommendations for Chief Constables		16	10	3
Areas for Improvement		5		
Actions from Hot Debrief		5	1	
Grand Total		26	11	3

KEY: Green – Demonstrably Achieved

Amber – In progress with actions to be completed.

Red – No substantive progress and/or unlikely to be achieved.

Delivery Dates

- One action was due immediately concerning the use of Regulation 13¹.
- Two (2) actions due by 31st March 2023.
- Twenty-nine (29) actions are due by 30th April 2023.
- Remainder due for completion by Oct / Nov / Dec 2023.
- We are confident that we will deliver on all recommendations.
- There are three (3) recommendations we categorised for an outside agency to deliver. Actions are needed by either National Police Chief Council (NPCC) or College of Policing level prior to implementation at CoLP.

Support to Professional Standards Dept Senior Leadership Team (PSD SLT)

7. Due to the high number of recommendations a member of staff was seconded to the Professionalism and Trust team to work with the CCU and Vetting to co-ordinate delivery and implementation of the HMICFRS action plan. This is to work with the recommendation owners and track progress. In addition, to prepare reports for governance groups both within CoLP and national requests from HMIC / NPCC for progress against recommendations.

Governance

8. The delivery of this plan is overseen at a tactical level by a ' HMICFRS Governance Group' chaired by Head of Professionalism and Trust, T/Chief Superintendent Andersen.
9. The strategic governance is currently through a standing agenda item at the Audit and Assurance Group chaired by AC Betts but will move in April to the new HMICFRS Operational Improvement Board which will encompass all HMICFRS recommendations from Operational business areas.
10. An update on these will also be brought to the Professional Standards and Integrity Committee for detailed oversight.

¹ Regulation 13 Police Regulations 2003 says that if during the period of probation in the force the services of a **constable** may be dispensed with at any time if the chief officer considers that he is not fitted, physically or mentally, to perform the duties of his office, or that he is not likely to become an efficient or well conducted constable." [The Police Regulations 2003 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

11. There is monthly reporting to NPCC, which is co-ordinating the response on behalf of HMICFRS, to track national progress against the recommendations.
12. The Home Secretary will be provided with a full update by HMICFRS at the end of March 2023, which is before the deadline set for the majority of the report recommendations.

Conclusion

13. City of London Police recognise the importance of delivering on the recommendations from these HMICFRS inspections and is confident that through the plans and governance put in place, that these recommendations will be delivered within the specified timeframe. A detailed update is due to go to the Professional Standards and Integrity Committee in May 2023 for oversight.

Contact:

Linda Healy

Professionalism and Trust

E: linda.healy@cityoflondon.police.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank