



City of London Police Authority Board

Date: WEDNESDAY, 7 FEBRUARY 2024
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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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 CBE
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 agree the public minutes of the Police Authority Board meeting held on the 10 January 2024.

For Decision
(Pages 7 - 12)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Discussion
(Pages 13 - 14)

5. **CHAIR'S PUBLIC UPDATE**

The Chair to be heard.

For Discussion
(Pages 15 - 18)

6. **COMMISSIONER'S UPDATE**

Report of the Commissioner.

For Discussion
(Pages 19 - 22)

7. **Q3 CAPITAL AND REVENUE BUDGET MONITORING**

Report of the Commissioner.

For Discussion
(Pages 23 - 58)

8. **REVENUE AND CAPITAL BUDGET 2024 - 2025**

Report of the Commissioner.

For Decision
(Pages 59 - 86)

9. **POLICING PLAN REFRESH 2022 - 2025 (24 - 25)**
Report of the Commissioner.

For Decision
(Pages 87 - 128)
10. **VISION ZERO PLAN 2023 – 2028**
Report of the Executive Director of Environment.

For Decision
(Pages 129 - 138)
11. **PARLIAMENTARY UPDATE**
Report of the Remembrancer.

For Discussion
(Pages 139 - 144)
12. **QUARTERLY NPCC BUSINESS CRIME PORTFOLIO UPDATE**
Report of the Commissioner.

For Discussion
(Pages 145 - 148)
13. **CITY OF LONDON POLICE WELLBEING OVERVIEW**
Report of the Commissioner.

For Discussion
(Pages 149 - 164)
14. **FCCRAS UPDATE**
The Chief Officer to be heard.

For Discussion
(Verbal Report)
15. **FUTURE NETWORK STRATEGY**
Report of the Chamberlain.

For Decision
(Pages 165 - 192)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
17. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

18. **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

19. **NON-PUBLIC MINUTES**

To agree the non public summary of the Police Authority Board meeting held on the 10 January 2024.

For Decision
(Pages 193 - 196)

20. **NON-PUBLIC OUTSTANDING REFERENCES**

Joint Report of the Town Clerk and Commissioner.

For Discussion
(Pages 197 - 198)

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

The Chair to be heard.

For Discussion
(Verbal Report)

22. **COMMISSIONER'S UPDATES**

The Commissioner & Chief Officers to be heard.

For Discussion
(Verbal Report)

23. **NON PUBLIC FCCRAS UPDATE**

The Chief Officer to be heard.

For Discussion
(To Follow)

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

Report of the Commissioner.

For Discussion
(Pages 199 - 254)

25. **FUTURE POLICE ESTATES MEMBER UPDATE**

Report of the Commissioner.

For Discussion
(Pages 255 - 270)

26. **SECURITY REPORT: INFORMATION SECURITY - PROTECTING FROM WITHIN**

Report of the Commissioner.

For Discussion
(Pages 271 - 284)

27. **REVENUE AND CAPITAL BUDGET NON PUBLIC APPENDICES**

Report of the Commissioner. To be read in conjunction with Item 8.

For Discussion
(Pages 285 - 288)

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

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

30. **CITY OF LONDON POLICE RISK REGISTER UPDATE - CONFIDENTIAL APPENDIX**

Report of the Commissioner. To be read in conjunction with item 24.

For Discussion

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CITY OF LONDON POLICE AUTHORITY BOARD Wednesday, 10 January 2024

Minutes of the meeting of the City of London Police Authority Board held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 10 January
2024 at 11.00 am

Present

Members:

Deputy James Thomson (Chair)
Nicholas Bensted-Smith
Alderman Professor Emma Edhem
Helen Fentimen
Jason Groves
Alderman Timothy Hailes
Deborah Oliver
Dawn Wright
Melissa Collett (External Member)
Michael Mitchell (External Member)

Officers:

Ian Thomas CBE	- Town Clerk
Richard Riley	- Police Authority
Caroline Al-Beyerty	- Chamberlain
Gregory Moore	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Oliver Bolton	- Police Authority
Charles Smart	- Police Authority
Josef Shadwell	- Police Authority
Alistair Cook	- CoLP and Police Authority Finance

City of London Police:

Pete O'Doherty	- Commissioner, City of London Police
Paul Betts	- Assistant Commissioner, City of London Police
Nik Adams	- Commander, City of London Police
Alix Newbold	- City of London Police
Umer Khan OBE	- Commander, City of London Police
Chris Bell	- City of London Police

1. APOLOGIES

Apologies were received from Munsur Ali, Tijs Broeke, Andrew Lentin, and Graham Packham.

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

There were no declarations.

3. **MINUTES**

RESOLVED – That the minutes of the meeting held on 13 December 2023 are approved as an accurate record, subject to the addition of apologies from Jason Groves for the meeting held on the 22 November 2022.

4. **OUTSTANDING REFERENCES**

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

In addition to the updates provided in the report, the following points were noted:

- The Chair requested the paper covering the Cycle Team evaluation be taken at the end the public session of the Committee, with a copy of the report to be published in the public pack with relevant non public information redacted.
- The Chair would be writing to the Chairs of the Markets Board, Hampstead Heath, Highgate Wood and Queen's Park Committee and Community and Childrens Services Committee regarding uniforms and CSAS powers.

RESOLVED, That the Committee notes the report.

5. **CHAIR'S PUBLIC UPDATE**

Members received the Chair's update, noting particularly the Chair's thanks for the work of the City of London Police and others over the Christmas and New Year period.

Members noted, with sadness, the news that Godfrey Baillon-Bending had passed away just before Christmas. His dedication to the City's Independent Custody Visitor Scheme was very much appreciated. The Chair shared that an event in the City to mark Stephen Lawrence Day has been set for the 23 March 2024, and was asked by a Member to ensure that judges at the Old Bailey are offered the opportunity to participate.

RESOLVED, that the report be noted.

6. **COMMISSIONER'S UPDATE**

Members received a report of the Commissioner heard in conjunction with item 9.

During the discussion the following points were noted

- Commander Nik Adams has a National Police Chiefs' Council (NPCC) lead role in relation to election security. A number of others have responsibilities too, including the Metropolitan Police, other Chief Constables, the Local Government Association and other partners. An NPCC meeting to explore potential threats, roles and responsibilities would take place shortly.
- The City of London Police has reached out to the Metropolitan Police regarding the Post Office investigation to offer support and to understand the Metropolitan Police stance on the issue. Members were to be kept informed of any developments.

RESOLVED, that the report be noted.

7. TOWN CLERK'S DEPARTMENT DRAFT 2024- 25 BUSINESS PLAN REPORT

Members received a report of the Town Clerk outlining the Town Clerk's Department draft 2024-25 Business Plan.

During the discussion the following points were noted

- The Chair suggested changing the wording of the first workstream from "Police funding and value for money- Oversee and work with the Force to improve the 'line of sight'" to "ensuring value for money in the delivery of improved community safety outcomes" with specific reference to the estate and accommodation, and the collaborative work with the Community Safety Partnership. The Deputy Town Clerk sought delegated authority to make final minor wording amendments with the Chair.
- The Chair noted two areas of focus that the Board requires wider Corporation support with: accommodation and the community safety and enforcement activities.
- The Chair requested clarity on the headcount numbers included in the report.
- A Member suggested that the Fraud and Cyber Crime Reporting and Analysis Service key performance indicators would be beneficial in gaining cross party support for the National Lead Force position.

RESOLVED, that Members of the Police Authority Board approved the sections related to the Police Authority and granted delegated authority to the Deputy Town Clerk to make final wording amendments in consultation with the Chair.

8. CITY OF LONDON POLICE PROVISIONAL FUNDING SETTLEMENT 2024 - 2025

Members received a report of the Commissioner outlining the City of London Police provisional funding settlement 2024 – 25.

During the discussion the following points were noted

- The Chamberlain welcomed the settlement generally and noted that the precept grant was disappointingly low.
- The Chamberlain felt that the ask for an additional allocation from the 2023 Business Rate Premium was reasonable from the Corporation perspective.
- The Town Clerk queried the confidence levels around closing the funding gap and it was outlined that it would be difficult to bridge the funding gap through further force mitigations without significant impact on policing. The City of London Police Authority Board made no requests on the uplifted Business Rate Premiums from the previous financial year, and there was confidence that a solution will be found for the 2024 -25 funding gap.

RESOLVED, that the report be noted.

9. NATIONAL LEAD FORCE

Members received this update in conjunction with item 6.
RESOLVED, that the report be noted.

10. **FCCRAS UPDATE**

Members received a verbal update outlining the progress of the Fraud and Cyber Crime Reporting and Analysis Service progress.

The following key points were noted:

- This was a transformational change programme involving multiple moving parts. The relationship with the suppliers and contractors remains positive and relevant workstreams are progressing with plans to go live in 2024.
- The programme continues to navigate financial and operational challenges, and the go live date is anticipated to be determined shortly.

RESOLVED, that the update be noted.

21. **CITY OF LONDON POLICE CYCLE TEAM TRIAL EVALUATION**

Members received a report of the Commissioner covering the evaluation of the City of London Policy Cycle Team Trial. This report was moved to the public session of the meeting at the request of the Chair. The report will be shared with the public agenda pack with certain information redacted, following the meeting.

During the discussion the following points were noted:

- Members welcomed the report and supported the City Police's decision to create a dedicated Cycle Team by moving existing established posts from other policing teams.
- Members noted positive feedback and impact within the residential community.
- A Member queried the communications plan around this work and was keen to reinforce the positive message with the residents. The Chair asked the City of London Police to consider a clear ask around messaging to be taken to other Committees and emphasised the need for wider partnership working.

RESOLVED, that the report be noted.

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

There were no questions.

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

There were no items of urgent business.

13. **EXCLUSION OF THE PUBLIC**

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

14. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 13 December 2023, be approved as an accurate record.

15. **NON-PUBLIC OUTSTANDING REFERENCES**

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

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

Members heard a verbal non-public update from the Chair of the City of London Police Authority Board.

17. **COMMISSIONER'S UPDATES**

Members received a verbal update of the Commissioner, in conjunction with item 20.

18. **NON PUBLIC FCCRAS UPDATE**

Members received a verbal update on the progress of the Fraud and Cyber Crime Reporting and Analysis Service.

19. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROCUREMENT COMMITTEE**

Members received a report of the Town Clerk outlining the proposal to extend the term of the Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee up to an including formal 'Go Live' date.

20. **NATIONAL LEAD FORCE**

Members received the verbal update on the National Lead Force role in conjunction with item 17.

22. **NATIONAL SECTION 22 COLLABORATION AGREEMENT- MODERN SLAVERY, HUMAN TRAFFICKING AND ORGANISED IMMIGRATION CRIME PROGRAMME- UPDATED AGREEMENT 2023- 2025**

Members received a report on the National Section 22 Collaboration agreement.

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

There were no questions.

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

There were no items of urgent business.

The meeting ended at 13:01

Chairman

Contact Officer: Kezia Barrass
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City of London Police Authority Board – Public Outstanding References

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- At 24 th May 2023 PAB the PA Director assured the Board that preparatory work is in progress and an update will follow later in the year. On Tuesday 2 May 2023, the Government published the draft Terrorism (Protection of Premises) Bill , also known as Martyn's Law, for pre-legislative scrutiny by the Home Affairs Select Committee.
8/2023/P	Item 7 Commissioner's Update	The Chair requested that once the Force had conducted any post implementation review of the special constabulary in the autumn, an update be provided to a future meeting of the Board to assess the impact of the reorganisation.	Commissioner	In Progress- An interim update on the Special Constabulary re-structure was presented to December PAB. A full PIR will be brought to the March 2024 PAB as agreed.
14/2023/P	25 October - Item 11 NHP Strategy	The Chair asked for a report in respect of re-invigorating the cluster meetings and the communications supporting them.	PA Director/ Commissioner	In Progress- It was agreed with the PA Director that this will go to 22 February SPPC and follow on to 6 March PAB.
16/2023/P	13 December- Item 6 Commissioner's Update	Chair of PAB requested an update on the CoLP position in relation to the O'Doherty Report recommendations go to RREC and PAB.	Commissioner	Complete- This was presented at the 5 February RREC and is on this agenda for PAB in NP session.

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Committee(s): Police Authority Board	Dated: February 2024
Subject: Chair's Update	Public
Report of: James Thomson	For Information

City of London Policing Plan

The agenda for the February Police Authority Board includes the draft of the final refresh of the 2022-25 Policing Plan, the document that sets out the priorities for keeping the City of London the safest business district in the world and protecting the United Kingdom from fraud, economic and cyber crime.

I am grateful for the input we have received from the Police Authority Board Members on the Plan. We also hosted a session led by the City Police on 11 January to which all Common Council were invited and which saw 30 Members attend. Members provided some very positive feedback from having been invited and updated on the Policing Plan.

The vision remains the same: keeping our Square Mile safe for all those that live, work or visit, continuing to lead and develop the policing response to tackling fraud, economic and cyber crime for the nation, and ensuring we put victims of crime at the heart of all we do. It feels more important than ever that the City Police, the Police Authority and wider Corporation, and partners work collaboratively to deliver on that vision.

National Lead Force – engagement

The Security Minister (Rt Hon Tom Tugendhat MP) and new Prime Minister's Anti-Fraud Champion (Simon Fell MP) visited the City on 23 January to receive an update on delivery of the key elements of the Government's Fraud Strategy and the City of London Policing Plan. The meeting was very positive, covering a range of important issues including funding pressures; encouraging engagement from policing across the UK in the Strategy; the replacement for Action Fraud and its role in transforming our approach to tackling fraud; and key opportunities for effective engagement with the public through the upcoming Government communications campaign and internationally via the Global Fraud Summit in March. A follow-up visit is already being planned with the Anti-Fraud Champion.

Budget for 2024/25

As reported previously, the Commissioner and I wrote a joint letter to the Policing and Security Ministers following the publication, on 14 December 2023, of the provisional police funding settlement for 2024/25 raising concerns about, particularly, the affordability of our National Lead Force (NLF) work. My concern remains that as things stand, our budgetary position will undermine our ability to deliver fully on the objectives in the City of London Policing Plan with regards to its national roles and the Government's ambitions as set out in its Fraud Strategy. We are having constructive discussions with Home Office officials about this issue, which I raised

directly with the Security Minister during his visit to the City on 23 January. We are seeking a meeting with Ministers to discuss this issue further.

Serious Violence Duty

The City's strategy for reducing serious violence is due to be published in w/c 29 January, following clearance by the Police Authority Board in December and clearance from all partner organisations (health, probation, fire and rescue, the Corporation). A copy will be shared with the Home Office and the Police Authority Team will arrange some comms around publication, likely in early February. I would be grateful if Authority Members could reinforce those comms on their channels.

Middle-East Protest

On Saturday 13 January, I and other Police Authority Members/Members (Melissa Collett, Naresh Sonpar and Joanna Abeyie) saw at first hand the policing operation around the very sizeable pro-Palestinian march which began at Bank Junction before heading to Westminster. We also visited the Metropolitan Police's control centre in Lambeth to observe the wider policing operation and receive an excellent briefing from DAC Taylor at the MPS. This was hugely instructive. I think that such transparency is enormously helpful in building greater understanding of operational policing challenges, particularly in the area of public order policing. I would strongly encourage Members to take up future such opportunities.

The march was overwhelmingly peaceful. I wish to record my thanks to all those involved – including from the City Police and Corporation, the MPS, other police forces who provided officers under mutual aid, and a range of other partners – in the successful policing and security operation around the march.

This is the second march to start at Bank Junction, the previous one was on 9 December 2023 and I also observed that. Some concerns have been raised by Corporation Officers about Bank Junction becoming a default start location for these marches at weekends. My understanding is that as part of planning for these events the cumulative impact is assessed and we should not expect this to be the case. The next major march is not expected to start in the City.

Holocaust Memorial Day

I attended the Holocaust Memorial Day event at Guildhall along with T/Assistant Commissioner Nik Adams. Also present was Deputy Commissioner Dame Lynne Owens and Assistant Commissioner Matt Jukes from the Metropolitan Police. There was a significant security operation in place and I would like to thank all those from the City Police and City of London Corporation in the planning and delivery of what was a very moving and thought provoking and important national event.

Visits to City Police Specialist Units

I spent an enjoyable and instructive evening with the City Police's Roads Policing Unit on 26 January. They are integral to policing in the City and are a very proactive crime reduction team beyond just policing the roads with regards to traffic enforcement.

So too are the Cycle Team, now a permanent fixture as reported to the Authority Board in January. Members will have seen the communications during the recent neighbourhood policing week about the Team and their success in seizing illegal e-bikes and e-scooters.

On 15 January, I enjoyed a visit to the Mounted Unit's Recruitment Open Day which saw significant interest from potential recruits with 15 officers attending interested in joining. The event attracted good coverage from BBC London News and there was some excellent social media coverage following that. Overall the social media coverage from the City Police has noticeably increased its heartbeat.

With regards to the Mounted Unit, the temporary stabling at Scotland Yard is putting some strain on the Mounted Unit with only two stables available and distance into the City impacting deployments. It is now critical that we secure a location for stabling in the Square Mile and I am working with the City Surveyors Department to secure this along with certain other residual accommodation requirements. Stables also have the potential for significant community engagement as they do in certain other cities.

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Agenda Item 6

Committee(s): Police Authority Board	Dated: 7 February 2024
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 12-24	For Discussion
Report author: Pete O'Doherty, T/Commissioner	

Summary

It was agreed that the Commissioner's verbal updates would 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.

Violence Against Women and Girls

As a White Ribbon Accredited force CoLP continues to focus on our commitment tackling violence against women and girls. More than 300 officers and staff attended an input by the BE LADS Campaign, created by Guernsey based Poppy Murray, an initiative to help reduce women’s fears for their safety walking alone. The advice focusing on

- **Be Visible**
- **Ease the tension by making a phone call**
- **Look away, don’t stare**
- **Active bystander**
- **Distance yourself**
- **Suggest walking your friends home**

Operation Ulex

A lengthy and complex investigation led by City of London Police Cyber Crime Unit supported by the National Crime Agency and the Federal Bureau of Investigation saw the conviction of two teenagers (17 & 18 yrs. old) having been found guilty of two counts of fraud, two Computer Misuse Act offences and one count of blackmail. Both were key players in a hacking group known as Lapsus\$, which was involved in cyber-attacks on BT/EE and US tech giant NVIDIA. Having hacked the companies, Lapsus\$ then attempted to blackmail them using data acquired from two of the hacks for fraudulent purposes. Sentencing included a requirement to comply with certain restrictions and undertake a rehabilitation program.

Sexual Assault

The CID team investigated a serious sexual assault committed by a stranger. With fast time forensic submissions, CCTV and specialist victim support the suspect was identified and apprehended the same evening. This dangerous individual was charged and remanded in custody with attempted rape. Swiftly taking the male off the streets.

Theft

Officers were called to a male and female appearing to work as a team, pick pocketing visitors on Tower Bridge. With the assistance of Tower Bridge Security, officers were able to close in on the team and effect their arrest for theft and drug possession which were found upon searching them. It appears the duo may have committed a number of thefts/pickpocketing and enquires are ongoing reviewing CCTV and contacting potential victims. Both have been bailed with strict conditions including not to enter the City of London to ensure the safety and security of those working, living and enjoying the City of London.

Cycle Theft

Response team officers on patrol immediately recognised a prolific cycle thief, who had recently been released from prison and subject to a Community Behaviour Order (CBO) to prevent him entering the City. He was quickly apprehended and returned to prison for breaching the CBO preventing any further victims of his crimes.

Palestine Solidarity Campaign (PSC) demonstration

On Saturday 13th January PSC held a planned protest march commencing at Bank Junction concluding in Parliament Square. Estimated 100K attended, an extensive and robust Pan-London policing plan was implemented with significant City of London Police officers deployed. In partnership with the Corporation, local businesses and community the march concluded with little incident with 9 arrested overall.

London Stock Exchange (LSE) arrests

On Friday 12th January information was received that 6 members from Palestine Action (PA) intend to target LSE on Monday 15th January prior to its opening. The intention of the group was to stop trading. On Sunday 14th January, in conjunction with other forces, and in consultation with CoLP officers from the MPS arrested all 6 members of PA. There has been widespread media interest relating to these arrest. The investigation remains ongoing. Community engagement continues between City of London Police and local business in and around LSE with high visibility and reassurance patrol taking place.

Strategic Leadership and Engagement

The Insurance Fraud Enforcement Department (IFED) Sponsored Services Agreement (SSA) for 2024-2026 was signed by the Association of British Insurers (ABI) and Corporation of London in its capacity as Police Authority on 20th December. This followed negotiations between IFED senior leaders and the IPO and discussions between T/AC Adams Director of the IPO. The approach will ensure that IFED is able to continue to deliver the important work in tackling insurance fraud.

In January, Lucy Cumming, Head of Economic Crime Strategy and Government Affairs, presented at the London Assembly Police and Crime Committee in relation to money laundering. The purpose of the meeting was to explore how partners, such as the Metropolitan Police, the City of London Police, the National Crime Agency, the Mayor’s Office for Policing and Crime and the Government are working together to tackle money laundering. Respective leads from each of the aforementioned organisations were present, with Lucy Cumming able to provide expert input on the national landscape.

Action Fraud

Throughout December, positive national reporting of NFIB’s PROTECT warning about Christmas shopping frauds (“The Most Wonderful Time Of The Year for cybercriminals”). Activity has achieved 33m impressions (number of timeline deliveries) and 15m reach (number of unique users who have seen the content). The campaign has been shared by multiple forces, partners and individuals including television personality Martin Lewis who helped contribute to the highest single day of engagement on Action Fraud social media of the year on Wednesday 6th December. Taken as a whole, impressions were up 62% for the month of December.

Operational activity highlights

Throughout December there have been a further 8 offenders charged, 3 operations at trial, 10 convictions and offenders sentenced to a total of 40 months imprisonment.

Fraud Operations took part in a podcast as part of the ‘Fraudible’ series on fraud alongside Claire Mailliet and Dr Liz Carter. The subject was coercive control in fraud and discussions covered high harm frauds such as romance fraud and courier fraud as well as manipulation in investment fraud cases. The podcast will be published in March.

National Fraud Intelligence Bureau (NFIB) identified a spoof email address being used to contact customers purporting to be from a Crypto Currency webservice (blockchain.com). Proactive research identified that a further forty two web domains had been registered including “actionfraud.info” & “department-fraud.com”. NFIB have arranged for the web domains to be blocked.

National Support & Co-ordination

National Co-ordinator Office through the Joint Fraud Taskforce Collective Response (JFTCR) and with the assistance of UK Finance, were able ring fence \$50m linked to 6,500 bank accounts. This was in relation to an HMRC fraud.

International Support & Co-ordination.

The Intelligence Development Team (IDT) were notified by Garda of €600,000 at risk, having been transferred from a hospital in Dublin to a UK account following a payment diversion fraud. IDT worked to identify the recipient account held by Banking Circle and under the Interpol initiated IGRIP protocol had the funds stopped and returned to the victim.

Pete O’Doherty
Temporary Commissioner
City of London Police

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Agenda Item 7

Committee(s): Resources, Risks and Estates Committee (RREC) Police Authority Board (PAB)	Dates: 05/02/2024 07/02/2024
Subject: Revenue and Capital Monitoring Update – Q3 2023/24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 11-24	Discussion
Report author: Chief Finance Officer & Deputy CFOs	

Summary

This covering report accompanies a slide pack detailing the City of London Police’s revenue and capital monitoring position at quarter three (Q3) for 2023/24.

Revenue:

1. At the end of Q3 2023/24 both expenditure and income are forecast to be the £214.4m, resulting in a breakeven position (summarised in Slide 1-11), this compares to an original expenditure and income budget of £189.9m. The variance of £24.5m is mainly due to additional specific grants being received in year for Lead Force activities, (£20.4m) of which £19.4m is to support resourcing in other forces, £2.9m of Home Office funding to support officer and staff pay increases. As at Q2, whilst the Q3 revenue outturn position is assessed to be breakeven, embedded within the forecast, are a number of assumptions and dynamic variables which may impact to the final outturn position.

Pay:

2. In line with other Police Forces, the budget and Medium Term Financial Plan (MTFP) for 2023/24, assumed a 3% pay increase for officer and 2% for staff. Against this backdrop, the Government in July 2023 announced a 7% increase in police officer pay for the majority of officers from 1 September 2023. For CoLP this is a £1.7m cost pressure above plan. Whilst, the Home Office has announced £330m of additional funding to mitigate the impact of both an officer and staff pay awards above a baseline 2.5% increase. The Force’s share of the grant in 2023/24 has been confirmed as £2.4m. The funding distribution methodology, however, is based on current core grant allocations which excludes £11.3m of Capital City and

Precept grant funding as well as £50m of specific grants which support National Lead Force activities. In total this funding provides for approximately 30% of the workforce and an early assessment suggests that allocating the grant in line with funding formula shares will add a further cost pressure of c.£0.75m this year and, if continued, £1.3m per annum to future years. A representation has been made to the Secretary of State in relation to the funding distribution methodology.

3. In addition to the national pay award, a further £0.5m cost pressure has arisen due to an £1,000 increase in the London Allowance mirroring the Metropolitan Police Service's decision to enhance police officer pay. Whilst it is considered that the 2023/24 pressure of wage price inflation can be met through in year underspends - principally staff vacancies due to in-year structural factors – the full year impact of an increase in the London Allowance is some £1.1m, which taken together with the pay pressures highlighted above presents a significant Medium-Term Financial Plan (MTFP) risk as the staff numbers move on a trajectory towards full establishment.

Uplift Maintenance:

4. The maintenance of police officer numbers remains a key risk for 2023/24 with £2m of ringfenced funding in 2023/24. The funding is dependent on the maintaining an officer headcount of 986 with Home Office measure points at the end of September 2023 and March 2024. The Force has also committed to recruit an additional 10 officer to assist with the achievement of national targets. For each additional post, the Home Office has agreed to provide £15,000 in September and £30,000 in March 2024. However, any shortfall against the 986 target in September and March will result in £40,000 being withheld from the ringfenced funding up to a maximum of 20 officers at each measurement point. The September 2023 target was met, and current projections (Slide 11) indicate that the 996-headcount target will be achieved at 31 March but this will be closely monitored through internal governance processes.

Action Fraud Contact Centre:

5. As Members may recall the Q2 forecast included a £1.1m risk of overspend in relation to Action Fraud Contact Centre staffing. This overspend was largely due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. Whilst an overspend is still forecast at Q3, it is now expected that the overspend on 'central' resources will reduce to £0.7m. This will be monitored closely for the remainder of 2023/24. This overspend will mainly be limited to 2023/24, however there is some risk for 24/25 given the current programme replanning exercise (for which a risk provision has been built into the proposed budget – separate item on this agenda).

In support of the Q3 monitoring position:

- **Slide 12-13** provides a breakdown of overtime in Q3 by business area, highlighting an indicative overspend of some £097m. Following a £2m overspend in 2022/23 measures have been implemented to control overtime but the outturn is also dependent on external events and the forecast will be developed each month accordingly.
- **Slides 14-16** provides an outturn summary for each of the business areas. The narrative highlights that whilst the Force is operating at headcount target levels the development of student officers means the allocation is heavily towards Local Policing, with vacancies in other areas.
- **Slide 17** provides a breakdown of the Force's £8.6m mitigations target for 2023/24, commentary on achievement and sustainability. Current projections suggest that whilst in total the mitigations target will be met or exceeded there are some specific risks to fully realising all of the mitigations in 2023/24, particularly in relation to Action Fraud costs, rank/ratio savings and the impact of pay awards on the ability to recover full cost from funded activities where grants are "cash flat".
- **Slides 18-20** gives an overview of historic receipts from the Asset Recovery Incentivisation Scheme (ARIS), a forecast for 2023/24 of £0.5m and a schedule of approved Proceeds of Crime Act (POCA) funded revenue projects and expected spend in 2023/24. A summary of the benefits and outcomes of the POCA funded initiatives will be provide at a future meeting of this Committee.
- **Slide 21** provides an update on the Force's reserves position including a revised drawdown from the Proceeds of Crime Act (POCA) reserve £2.6m (Q2: £2.9m) for schemes which have been reviewed and approved by the Chief Officer Team and a proposed £2.6m drawdown from the General Reserve to repay the remaining balance on the Action Fraud loan (£2m) and the ULEZ vehicle replacement loan (£0.6m).
- **Slide 22** details the forecast outturn against the £1m Police Authority Board Team budget for 2023/24. Overall the Q3 outturn forecast is expected to an underspend of £265k, after allowing for potential hearing costs, some jointly funded work with the Force and some small grant giving activities, which the PAB Team has been trialling for the first time. This is mainly due to an ongoing vacancy in the team and underspends on supplies and services budgets as policy priorities are developed and refined.

Capital:

Capital expenditure at CoLP comprises three main elements:

6. **CoLP Capital Programme** – comprising projects developed and managed by the Force, which are either funded directly from the Force's own resources, from Home Office funding or via a City Corporation loan facility capped at £5m per annum.

The total CoLP Capital Programme budget for 2023/24 totals £25.344m. The forecast outturn for the year is £18.609m, which represents an underspend of £6.735m. The forecast comprises actual spend to 31st December (Q3) of £9.485m, commitments of £0.769m and further forecast spend of £8.246m by year end.

The underspend is largely due to rephasing of FCCRAS milestones of £4.639m to 2024/25. The underspend is also partly due to delayed use of the prioritisation and feasibility funding provision (£0.829m), a delay to the Power BI project (£0.430m) and the delivery of the horsebox (£0.400m).

7. **Strategic projects** – funded by the Corporation, comprising the Secure City Programme and the Accommodation Strategy (Decant Programme). Expenditure to the end of Q3 of 2023/24 amounted to £870k.
8. **Legacy projects** – again funded by the Corporation, comprising a few legacy schemes which are now nearly complete and due to be finalised. Expenditure to the end of Q3 of 2023/24 amounted to £320k.

In support of the Q3 capital monitoring position:

- **Slide 23** provides a summary of the monitoring headlines at Q3;
- **Slide 24** provides a breakdown of forecast CoLP capital spend against each project in 2023/24;
- **Slides 25-26** provide notes on variations to budget;
- **Slide 27** provides a breakdown of how the capital spend will be funded;
- **Slides 28-29** provide a breakdown of CoLP capital projects underway and the phasing of expenditure across all years through to their completion; and
- **Slide 30** provides further details on the strategic and legacy projects.

Monitoring of the Capital Programme

Capital expenditure and project delivery progress will be reported each quarter to the Resources, Risks & Estates Committee and the Police Authority Board.

Recommendations

Members of the Resources, Risks & Estates Committee and the Police Authority Board are asked to note the revenue and capital monitoring position at Q3 and forecast outturn for 2023-24 as set out in this covering report and accompanying slide pack.

Appendices

2023/24 Q3 revenue and capital monitoring slide pack (of 30 slides as referred to in this covering report).

Contact

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Resources, Risks and Estates Committee (RREC)
Police Authority Board (PAB)

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Revenue & Capital Monitoring 2023/24 (Q3)

Dates: 05/02/2024
07/02/2024



Revenue Monitoring 2023/24 (Q3) – Headlines

Revenue: Overall, a outturn breakeven position with a higher provision (£2.3m) for the direct revenue financing (DRF) of capital expenditure (Q2: Breakeven, with a £1.9m DRF contribution)

Contained in the forecast are several other key variances:

- A £1.1 overspend against Officer Pay due to a 4% higher than budgeted officer pay award (£1.7m), plus a £1,000 increase in the London Allowance for officers (£0.5m), totalling 2.2m has been offset by vacancies and rank ratio saving due to a higher proportion of student officers of £1.2m;
- £0.9m underspend on staff pay mainly due to vacancies
- an increase in overtime of £0.9m due to funded work and other operational activities (Table 3);
- A £0.5m overspend against injury awards, commuted pension lump sums & apprenticeship levy budgets due to an under provision compared to the 2022/23 outturn;
- A £0.4m pressure against premises budgets due to several backdated electricity charges at Bishopsgate;
- A £0.7m risk of overspend in relation to the Action Fraud Contact Centre. This is an improvement from the Q2 forecast where a £1.1m overspend was predicted. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. Further mitigations including seeking further grant cover is being pursued.
- £0.5m higher than budgeted transfer to reserve in respect of Asset Recovery Incentivisation Scheme/Proceeds of Crime Act receipts.
- A £2.3m contribution to the financing of capital expenditure.

These cost pressures have been largely offset by:

- A £0.8m supplies and services savings mainly due to lower equipment purchases in Local Policing (£0.5m) and other general underspends.
- receipt of a £2.4m Home Office Pay award grant
- £1.3m of other income, including an Uplift over-recruitment grant and secondment / other income.



Revenue Monitoring 2023/24 (Q3) – Headlines

Since the 2023/24 budget was set Government Grant income has increased by some £23.4m; £2.4m pay award grant and £0.5m officer uplift over recruitment) Of this £20.5m due to new funding for National Lead Force (NLF) Activities such as the Anti-Money Laundering Act Regulations (AMLAR) and cybercrime / cryptocurrency grants. Of this £19.4m will be transferred to other police forces and will be expensed through supplies and service (£3.2m) third party payments (£16.2m) in the 2023/24 budget. The remaining £1.1m will fund temporary growth in CoLP's staffing establishment and contribute towards overhead cost recovery.

2023/24 Mitigations target = £8.6m, expected £9.1m

Current projections suggest that with substitute mitigations (recharging to funded work) £8.6m of mitigations will be delivered. Table 5 indicates that while there is risk to delivering in full both the reduction in Action Fraud exceptional costs (£0.7m risk) and the rank/supervisory ratios (£0.2m risk), with substitute savings the mitigations target of £8.6m will be exceeded.

Asset Recovery Incentivisation Scheme (ARIS) / Proceeds of Crime Act (POCA)

Receipts from the ARIS scheme are expected to be c£0.5m in 2023/24 – see table 6, slide 17, with revenue expenditure funded from the POCA reserve estimated to be £2.695m as detailed in Table 7, with the impact on Reserves shown in Table 7, slide 20.

Police Authority Board (PAB): The forecast outturn for the Police Authority Team budget as at Q3 2023/24 is an underspend of £264.6k (2022/23: underspend £447k). This is due to a vacancy in the PAB Team, underspends against supplies and services budgets and the inclusion of a £75k Home Office grant for serious violence prevention which was not included in the original budget; this funding is to facilitate joint working between local agencies to plan, prevent and reduce serious violence.

Key variances at Q3 are explained in slides 4-9 with an accompanying “bridge” analysis on slide 10.



Revenue Monitoring 2023/24 (Q3) – Summary Table

Table 1: Summary Q3 2023/24 Revenue Position	Year to Date			Forecast Outturn		
	Budget £m	Actual £m	Variance (Better)/ Worse £m	Budget £m	Forecast £m	Variance £m
Officers pay cost	52.3	52.8	0.5	70.6	71.7	1.1
Staff Pay cost	23.6	22.8	(0.8)	32.4	31.5	(0.9)
Overtime	1.0	2.1	1.1	2.2	3.0	0.9
Other pay costs	1.9	2.6	0.6	25.9	26.6	0.7
Total Pay Costs	78.9	80.3	1.4	131.1	132.8	1.8
Total Non-Pay Costs	38.6	52.7	14.1	58.8	81.5	22.8
Total Expenditure	117.5	133.0	15.5	189.9	214.4	24.5
Income	(47.4)	(53.2)	(5.9)	(86.7)	(110.9)	(24.2)
Funding	(70.1)	(79.7)	(9.6)	(101.0)	(101.0)	0.0
Use of reserves	0.0	0.0	0.0	(2.2)	(2.5)	(0.3)
Total Income & Funding	(117.5)	(133.0)	(15.5)	(189.9)	(214.4)	(24.5)
(Surplus)/ Deficit	0.0	0.0	0.0	0.0	0.0	0.0



Revenue Monitoring 2023/24 (Q3) – Detailed Table

Table 2 Detailed Q3 2023/24 Revenue Position	23/24 Latest Budget	Budget (Q3 YTD)	Actual (Q3 YTD)	Variance YTD +Deficit / (Surplus) £m	Projected Outturn +Deficit / (Surplus) £m	Projected Variance +Deficit / (Surplus) £m	Notes
	£m	£m	£m	£m	£m	£m	
Pay							
Officers	70.6	52.3	52.8	0.5	71.7	1.1	(i)
Staff	32.4	23.6	22.8	(0.8)	31.5	(0.9)	(ii)
Overtime	2.2	1.0	2.1	1.1	3.0	0.9	(iii)
Agency	0.8	0.3	0.8	0.4	1.0	0.2	
Police Officer Pension	23.0	0.0	0.0	0.0	23.0	0.0	
Indirect employee costs	2.1	1.6	1.8	0.2	2.6	0.5	(iv)
Total Pay	131.1	78.9	80.3	1.4	132.8	1.8	
Non-Pay							
Premises Costs	2.9	1.9	2.9	1.1	3.3	0.4	(v)
Transport Costs	2.7	2.0	0.5	(1.5)	2.7	(0.0)	
Supplies and Services	37.1	27.8	30.1	2.3	37.0	(0.1)	(vi)
Third Party Payments	12.3	6.8	19.0	12.2	32.0	19.6	(vii)
Unidentified Saving	0.0	0.0	0.0	0.0	0.0	0.0	
CoL Support Services	3.3	0.1	0.1	0.0	3.3	0.1	
Capital Charges	0.5	0.0	0.0	0.0	2.7	2.3	(viii)
Transfer to Reserves	0.0	0.0	0.0	0.0	0.5	0.5	
Total Non-Pay	58.8	38.6	52.7	14.1	81.5	22.8	
Total Expenditure	189.9	117.5	133.0	15.5	214.4	24.5	
Income							
Specific Grants	(69.7)	(35.0)	(42.8)	(7.8)	(93.1)	(23.4)	(ix)
Partnerships	(13.5)	(9.6)	(8.2)	1.4	(14.3)	(0.8)	(x)
Fees & Charges	(3.5)	(2.4)	(2.2)	0.2	(3.5)	(0.0)	
Transfer from Reserves	(2.2)	(0.3)	(0.0)	0.3	(2.5)	(0.3)	(xi)
CoLP Core Funding	(101.0)	(70.1)	(79.7)	(9.6)	(101.0)	0.0	
Total Income	(189.9)	(117.5)	(133.0)	(15.5)	(214.4)	(24.5)	
Underlying Deficit	0.0	0.0	0.0	0.0	0.0	0.0	

Revenue Monitoring 2023/24 (Q3) – Variance Analysis

Police Uplift Maintenance: £2m of ringfenced funding in 2023/24 is dependent on the maintaining an officer headcount of 986 with check points at the end of September 2023 and March 2024. The Force has also committed to recruit an additional 10 officer to assist with the achievement of national targets. For each additional post, the Home Office have agreed to provide £15,000 in September and £30,000 in March 2024. However, any shortfall against the 986 target in September and March will result in £40,000 being withheld from the ringfenced funding up to a maximum of 20 officers at each check point.

As shown in slide 11, the 996-headcount target was achieved September 2023 and it is expected the target will be met in March 2024. This has secured 50% of the ringfenced funding above plus £0.3m of funding to support the over-recruitment target of 10 officers. The maintenance of Officer numbers will continue to be closely monitored through internal governance processes. For 2024/25 the additional 10 officers which were part of the over-recruitment have been rolled into the Force's Uplift target along with a £0.5m grant.

(i) Police Officer Pay: Overspend £1.1m (Q2 £1.4m). The Q3 forecast overspend is mainly due to the combination of a 7% officer pay award from September 2023 (£1.7m) and £1,000 increase in the London Allowance (0.5m) from the same date, total £2.2m. Whilst these cost pressures can be met through in year savings – principally staff vacancies - and additional Home Office pay award grant income (see below). The full year impact of an increase in the London Allowance (£1.1m) taken together with the these pay pressure highlight a downstream Medium Term Financial Plan (MTPF) pressures which has been reflected in the 2024/25 budget. The £2.2m cost increase, due to wage price inflation has been partially offset by net £1.2m of savings due to vacancies. (£8.4m core posts less £7.2m of student officer recruitment). These officer vacancies have been held to ensure that the Force remains within its agreed officer establishment (978 FTE) and as counterweight to recruiting a higher number of student officers. Most of the student officers (124) are attached to Local Policing which has resulted the adverse outturn (£4.1m overspend) in this business area (see slide 13).



Revenue Monitoring 2023/24 (Q3) – Variance Analysis

(ii) Staff Pay: The outturn at Q3 is forecast to be an underspend of £0.9m (Q1: £0.9m). The outturn assumptions include a £1.4m pay pressure due to the c7% staff pay award, plus £1.6m of unbudgeted expenditure relating to ECRS, AMLAR, Fraud Reform, POCA and fees and charges which were agreed after the 2023/24 budget was set. These additional pay cost are fully funded through additional Government grants and other income. Embedded in the net underspend, therefore, is £3.9m saving due to continuing staff vacancies as reflected in slide 9. A workforce plan has been developed to progress staff recruitment from 423 FTEs in September to the budgeted establishment of 517.

Home Office Pay Award Grant In June 2023, the Home Office confirmed that it would provide additional funding for policing over the Spending Review period of £330 million in 2023-24 and £515 million in 2024-25 to support an increase in pay for all police staff and officers above 2.5%. The Force will receive £2.4m in 2023/24 and a further £3.8m is expected in 2024/25. As noted at Q2, the funding distribution methodology, however, is based on current core grant allocations which excludes £11.3m of Capital City and Precept grant funding as well as £50m of specific grants which support National Lead Force activities. In total this funding provides for approximately 30% of the workforce and an early assessment suggests that allocating the grant in line with funding formula shares will add a further cost pressure of c.£0.75m this year and, if continued, £1.3m per annum to future years.

(iii) Overtime: overspend £0.9m as at Q3, which includes £0.5m of recoverable events. This is an increase of £0.18m against the Q2 forecast. The eventual outturn, however, will be influenced by a range of external events and therefore remains a key risk area. Recognising this risk and following a £2m overspend against budget in 2022/23 additional measures have been put in place to control the approval of overtime and regular monitoring reports are presented the Force's Strategic Finance Board– See Table 3. As noted above, overtime remains a key risk due to the influence of external events and therefore the forecast will be developed each quarter.



Revenue Monitoring 2023/24 (Q3) – Variance Analysis

(iv) Indirect Employee Costs: £0.5m overspend. This is due to an under provision for injury awards and apprenticeship levy costs in the 2023/24 budget, these will be reviewed in the 2024/25 budget setting process.

(v) Premise costs: £0.4m overspend. This is mainly due to the to several backdated energy bills being received in Q2, due to a faulty meter in Bishopsgate.

(vi) Supplies and Services: £0.1m underspend (Q2 £4.2m overspend). The change in forecast is mainly due to £3.2m of unbudgeted expenditure in connection with NPCC Cybercrime and £1m for Anti Money Laundering Act Regulation (AMLAR) being forecast within third party payments in Q3 rather than supplies and services. The Q3 forecast also includes a £0.4m reduction in the Action Fraud Contact Centre (Q2 £1.1m) overspend. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels. The Q2 forecast also included £0.6m of underspends on supplies and services budgets by the Tactical Firearms Group (TFG) due to recruitment delays in this Specialist Unit which has suppressed expenditure equipment and training, this has now reduced to by £0.1m to £0.5m. The remaining change in forecast (£0.6m) is principally due to the release of a central inflationary provision (£0.5m) with cost increases fully embedded within business area forecasts.



Revenue Monitoring 2023/24 (Q3) – Variance Analysis

(vii) Third Party Payments: £19.6m overspend. Of this £19.4m relates to transfer payments to other forces and Regional Organised Crime Units (ROCU) for National Lead force activities with the expenditure matched by an increase in Home Office grant income.

(viii) Capital Charges: £2.3m overspend: This variance is due to a higher planned contribution to the financing of capital expenditure. This is balance of any forecast outturn underspend and proposed to minimise internal borrowing and reduce future borrowing risks.

(ix) Specific Grants: £23.4m overachievement. This mainly relates to additional grant income in respect of Enhanced Cyber Reporting Service (ECRS), Anti Money Laundering Act Regulation (AMLAR) & Fraud Reform (£20.5m), the Home Office pay award grant (£2.4m) and Uplift Over recruitment (£0.45m).

(x) Partnership Income £0.8m overachievement: This positive variance is mainly due to additional income arising from project OLAF £160k, secondments £440k and Op Safeguard £160k which is relates to the use of three cells at Bishopsgate by other forces (BTP, MPS).

(xi) Transfer from Reserve £0.4m overspend: This is mainly due to additional used of Asset Recovery Incentivisation Scheme (ARIS) by the Force as a Proceeds of Crime Act (POCA) agency. The relevant expenditure is set out in slide 18.



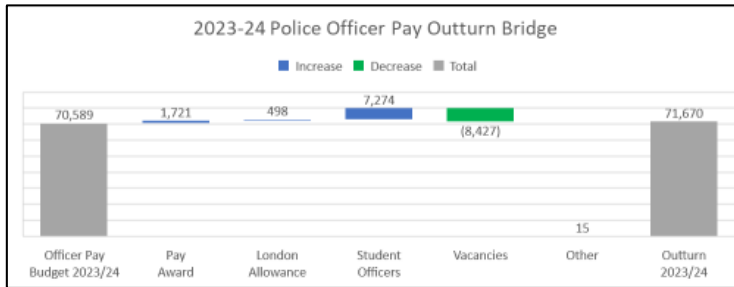
Revenue Monitoring 2023/24 (Q3) – Bridge Analysis

Bridge from Net Budget to Forecast Outturn to 2023/24

■ Increase ■ Decrease ■ Total

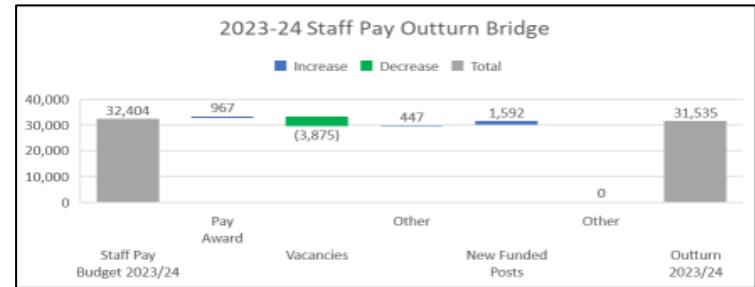
2023-24 Police Officer Pay Outturn Bridge

■ Increase ■ Decrease ■ Total

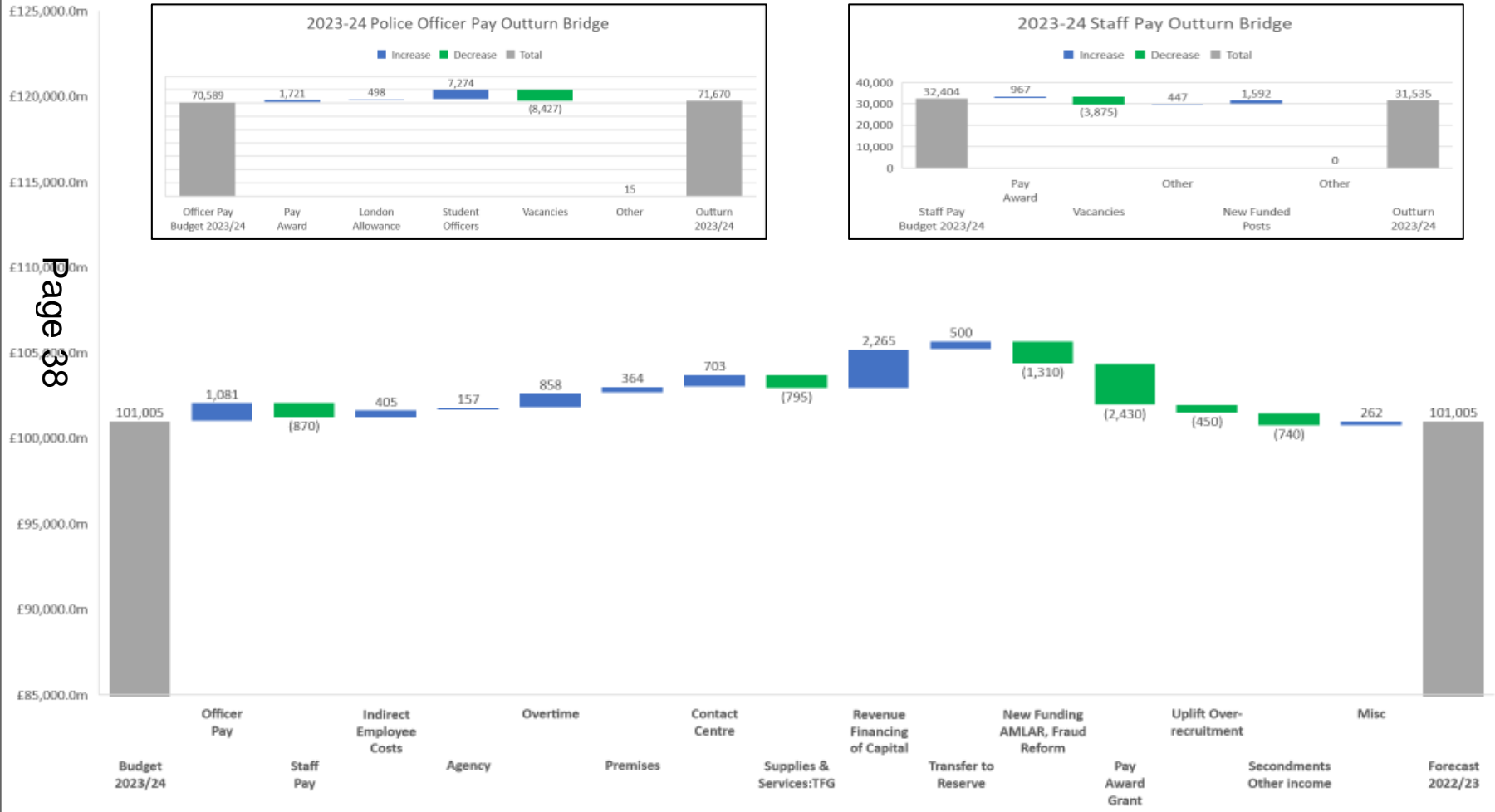


2023-24 Staff Pay Outturn Bridge

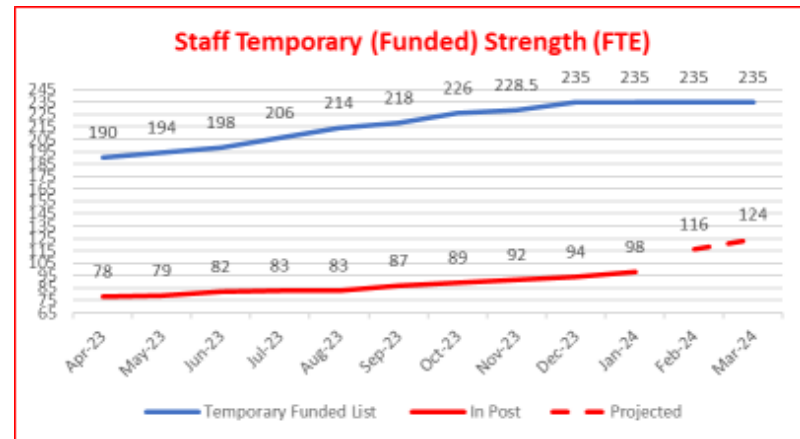
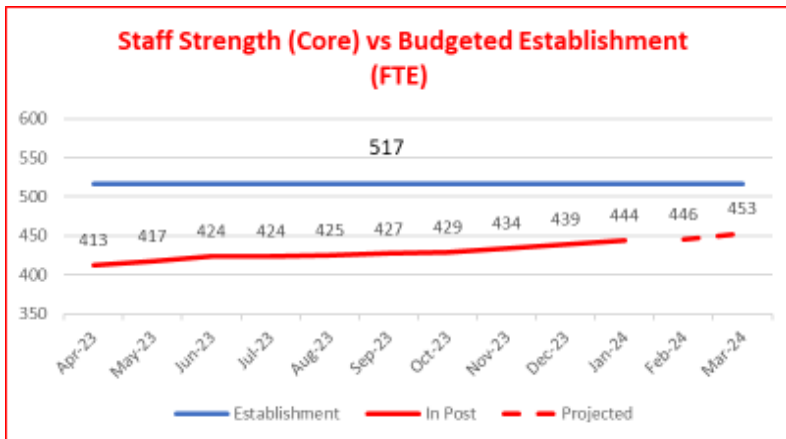
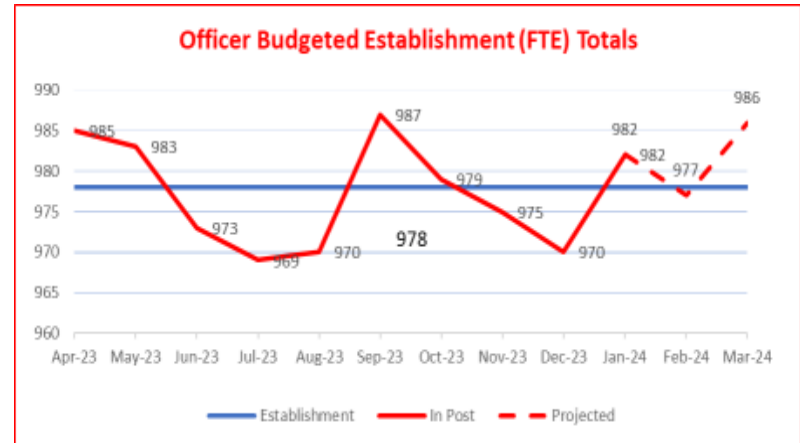
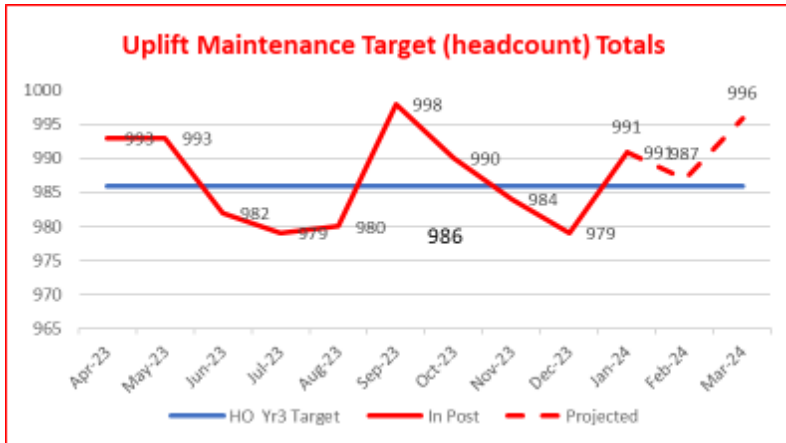
■ Increase ■ Decrease ■ Total



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Revenue Monitoring 2023/24 (Q3) – Workforce Dashboard



Overtime 2023/24 (Q3)

The overtime budget for 2023/24 totals £2.151m as shown in Table 3 below. The forecast outturn is an overspend of £0.86m. This is an increase of £0.14m compared to Q2. The forecast overspend is attributable to a combination of factors including supporting the student officers in undertaking their duties and backfilling of vacant roles in specialist unit, increased investigations/intelligence, Criminal Justice System activities in Specialist and National Lead Force operations. The revised outturn also includes the impact of the 2023/24 Officer and Staff pay awards which have increased pay by c7%.

Overtime is reported to the Force's Strategic Finance Board on a monthly basis and measures have been put in place to contain overtime in 2023/24, following a £2m outturn overspend in 2022/23.

The final 2023/24 outturn will be dependent on the number of unexpected policing events. Members of this committee will recall that Home Office funding is only available where costs exceed a threshold of 1% of core funding. In the case of the City of London Police the threshold is some £770k per event. Whilst Home Office rules allow for the recovery of overtime, above the £770k threshold, this is for specific one-off events. Work is currently in progress to assess whether there is scope to approach the Home Office, in conjunction with other forces, on recovering overtime on an 'aggregate' event basis i.e. annual protest activity.

Table 3: Overtime by Business Area 2023-24	2023-24 Budget £000s	2023-24 Actual* £000s	2023-24 Q3 Forecast £000s	2023-24 Variance Outturn vs Budget £000s
Local Policing	813	1,120	1,070	257
Specialist Operations	242	528	592	350
National Lead Force	320	376	513	193
Corporate Services	0	84	59	59
Central Income & Expenditure	776	11	776	0
Grand Total	2,151	2,119	3,010	859

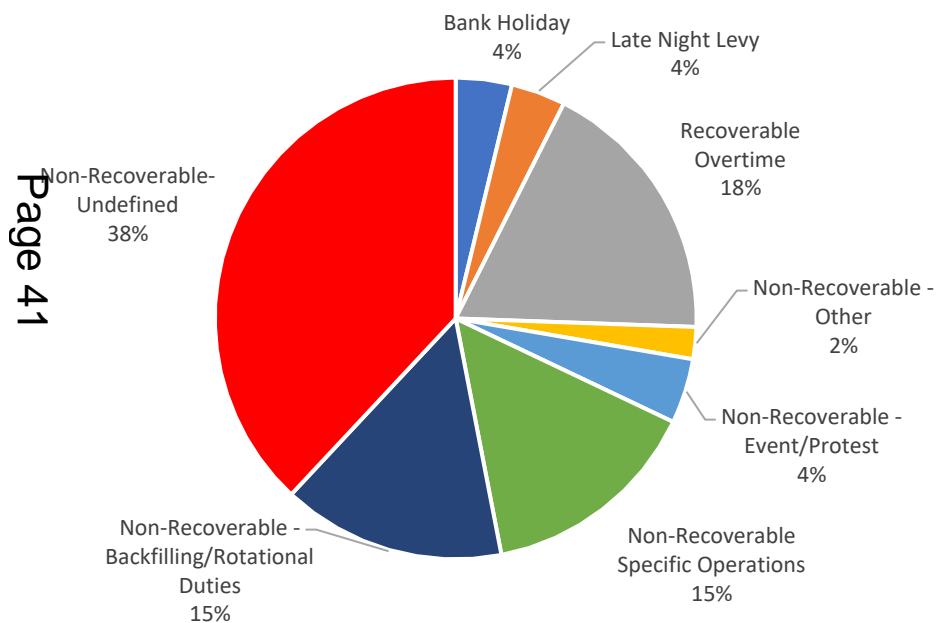
*Net total includes £622k 22/23 accrual for overtime claims to be paid in 23/24. Actual overtime = £2.741m



Overtime 2023/24 (Q3) – By Recorded Type

The figure below analyses actual overtime charged to CoLP budgets between April and December 2023.

Actual Overtime by Type - April to December 2023



Overtime Category	£'000
Bank Holiday	103
Late Night Levy	100
Recoverable Overtime	497
Non-Recoverable - Other	59
Non-Recoverable - Events/Protest	119
Non-Recoverable - Specific Operations	408
Non-Recoverable - Backfilling/Rotational Duties	411
Non-Recoverable - Undefined	1,043
Total Overtime April 2023 to December 2023	2,741

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Business Area Summaries 2023/24 (Q3)

Revenue outturn summaries for each of the business areas is shown in Table 4 below:

Table 4: Q3 2023/24 Department Revenue Summaries	23/24 Latest Budget	Budget (Q3 YTD)	Actual (Q3 YTD)	Date +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)	Notes
	£m	£m	£m	£m	£m	£m	
	Local Policing	29.5	22.4	24.9	2.5	33.6	
Specialist Operations	27.0	21.2	21.4	0.2	25.2	(1.8)	(ii)
National Lead Force	6.8	5.1	26.2	21.0	7.7	0.9	(iii)
Corporate Services	29.0	19.6	23.9	4.3	29.2	0.1	(iv)
Central Income & Expenditure	8.7	1.8	(16.6)	(18.4)	5.5	(3.3)	(v)
Total	101.1	70.1	79.7	9.6	101.1	0.0	

(i) Local Policing: £4.1m overspend. This is mainly due to £6.5m student officer pay linked to the Uplift programme, an increase in officer pay of £0.9m due to the 2023/24 pay award (7%) and increase in London Allowance, a forecast overtime overspend of £0.3m due to the learning curve effect of carrying a high number of student officers and the requirement to back fill vacancies in the Tactical Firearms Group (TFG) and an Income shortfall of £0.15m based on projected drop in training and seminars offered by the TFG team to the Ministry of Defence and other forces. These cost pressures (£7.9m) have been partially offset by vacancies in Local Policing (LP) of £3.5m and £0.4m of savings against supplies and services budgets.

The balance of the student pay cost will be met from officer vacancies across the other business areas.



Business Area Summaries 2023/24 (Q3) continued

(ii) Specialist Operations (SO): £1.8m underspend. Combined officer and staff pay is forecasted to underspend by £0.6m which includes supernumerary and unbudgeted externally funded roles (£0.72m) for ECRS, AMLAR & Fraud Reform. Pay assumptions also factor a pay award of 7% for Officers +£1k London Allowance (£0.76m) and £4,000 for Staff inclusive of £1,000 per spinal point increase announced by CoL profiled from July (£0.39m) which are offset by officer and staff vacancies of some £2.3m. Overtime remains a significant risk (£0.35m) within SO and the forecast will be developed through each quarter in parallel with governance reviews within SO Senior Leadership Team (SLT) to ensure correct special segments are allocated, potentially increasing recoverability. Government Grants are set to receive circa £0.9m above budget largely through increased funding agreed within 2023/24 for growth posts in AMLAR, ECRS, Drug Testing on Arrest, PUP & Fraud Reform. Furthermore, Other Grants and Customer Client Receipts is forecasted to recover £0.4m over budget through increased recovery on Driver Safety Courses, Op Safeguard (Custody Cells) and x4 secondments.

(iii) National Lead Force: £0.9m overspend. Officer and staff pay is forecast to underspend by £1.2m. This includes £0.5m of unbudgeted funded roles, £0.9m of pay pressures relating to wage price inflation and £0.2m of additional overtime costs (£0.1m of which will be recoverable) offset by £2.8m of savings due to vacancies (54 NLF vacancies). The NLF forecast also includes £0.9m of additional recharges for overhead costs attributable to funded activities. The forecast outturn for supplies and services includes a £0.7m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly due to the ongoing impact of inflation and other costs pressures and the corresponding effect on affordability where funding agreements are cash flat, combined with improved recruitment outcomes taking staffing numbers up to and at times above expected levels; this is a reduction of £0.4m compared to Q2. Further mitigations including seeking further grant cover is being pursued. Customer, client receipts are forecast to be £0.4m lower than expected due to fewer Crime Academy training courses being accessed in 2023/24.



Business Area Summaries 2023/24 (Q3) continued

(iv) Corporate Services: £0.1m overspend. Officer and staff pay is forecast to underspend by £0.1m against a budget of £29.1m. This includes £0.7m of unbudgeted funded roles and £0.7m of pay pressures relating to both the Officer (£0.2m) and Staff pay (£0.5m) awards and an increase in temporary staff costs (£0.3m), net of a £1.3m of saving due to vacancies. Premises costs are forecast to be overspent by £0.4m; this was due to a faulty meter which has now been fixed. Government grant income is £0.7m above budget due to NLF funded roles and NLEDS.

(v) Central Expenditure & Income (CE&I): £3.3m underspend. This division of service is used to manage indirect income and expenditure items which relate to all business areas. In 2023/24 the CE&I budget included several provisions including an allowance to mitigate against a higher-than-expected staff pay award (£0.6m), an officer adjustment factor (£0.5m) to manage the Uplift risk of over recruitment against the 986 Officer target, an allowance for market forces supplements not captured in the salary estimates (£0.3m) and £1m for wider inflationary pressure. In Q3, budgets totalling £2m, have been released as the impact of the cost pressures is incorporated into the outturn forecasts of the other business areas. The Q3 forecast also includes an increase in government grant funding of £2.9m relating to the 2023/24 - Home Office pay award £2.4m and £0.45m Uplift over-recruitment incentive. Plus £0.9m of additional overhead cost recovery from funded work, an underspend against six unallocated Officer posts of £0.3m and lower than anticipated expenditure on the rail travel scheme (£0.2m). This total positive variance of £6m is offset by £0.4m of pension injury and apprenticeship levy costs and an increase in the capital financing contribution of £2.3m to mitigate downstream borrowing risks.



Mitigations 2023/24 (Q3)

The 2023/24 revenue estimate included £8.6m of mitigations to deliver a balanced budget. Overall, whilst there is some risk that the anticipated (£2m) reduction in Action Fraud exceptional costs and rank ratio savings (£0.3m) will not fully materialise, it is expected that with substitute savings the mitigations target of £8.6m will be achieved. A summary of progress against each of the 2023/24 budget mitigations is shown in Table 5 below along with commentary on sustainability into future years.

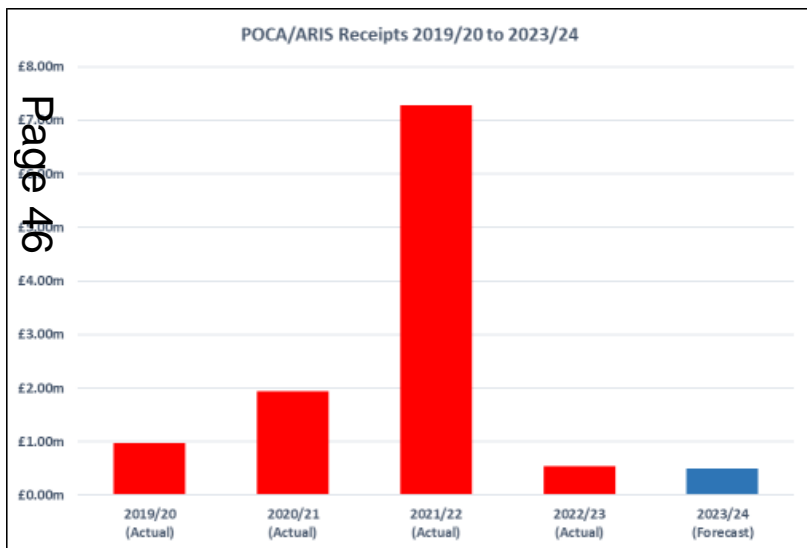
Table 5:	Target	Forecast	Comments	RAG
2023/24 Mitigations Plan	£m	£m		
Reduction in Action Fraud exceptional costs	2.0	1.3	£0.7m risk of overspend in relation to the Action Fraud Contact Centre. This overspend position is mainly to the ongoing impact of inflation and other costs pressures and the corresponding affect on affordability where funding agreements are cash flat. Sustainability of saving into 2024/25 dependent on FCCRAS Delivery Implementation Plan.	
Higher Police Funding Settlement for 2023/24	1.5	1.5	Incorporated into 2023/24 Home Office funding settlement. Mitigation reflects difference between MTFP assumptions and final grant award for 2023/24. The higher Home Office funding is baked into core funding, and is therefore ongoing subject to any future funding review revisions.	
Increased use of the POCA Reserve	1.3	1.3	Continued use of POCA reserve to support the work of the Assest Recovery Team. Sustainability of this mitigation is dependent on the uncommitted balance held in the POCA reserve after 2024/25.	
Reduction in officer establishment to align with operational policing model	1.0	1.0	Achieved. Officer headcount reduced from 998 to 978 following planned reduction in Counter Terrorism funding from 2023/24. Sustained into 2024/25.	
Higher proportion of more junior PCs	0.6	0.8	Expected to be achieved through workforce planning and continued student officer recruitment. The impact of this mitigation is expected to reduce as the current cohort of students become fully fledged officers and move into substantive roles with the associated career progression.	
Increased recharging of costs to funded activities	0.5	0.9	Expected to be achieved. The increased recharging of overheads costs to funded / non-core activities aligned to demand drivers, in tandem with a better contribution from funders to pay and other inflation is a key feature of the Force's Income Strategy and is critical to balancing the MTFP.	
Non-pay savings: agency costs, professional fees and other	0.4	1.2	£0.4m removed from 2023/24 non-pay budget. Agency and professional fees budgets will be closely monitored as the financial year progresses to confirm achievement. While the £0.4m removed from the 23/24 budget will be sustained into 24/25, the additional supplies and services savings represent a one-off in year saving.	
Improvements in Officer rank / supervisory ratios	0.3	0.1	The forecast is based on current Corporate Services Review proposals which will be confirmed at Q3 once the consultation has been concluded.	
Saving to be identified	1.0	1.0	Achieved. National Non-Domestic rating appeal in relation Bishopsgate and New Street confirmed £1m annual reduction in rates which has been applied to the unidentified savings requirement. The NNDR saving is sustainable as no further revaluation is expected.	
Total	8.6	9.1	Overall assessed to be green as the forecast outturn is expected to be within budget despite some of the 2023/24 mitigations targets falling short of expectations.	

Proceeds of Crime Act (POCA)/ Asset Recovery Incentivisation Scheme (ARIS) 2023/24 (Q3)

The principal driver for Asset Recovery Incentivisation Scheme (ARIS) is to seek repatriation of funds to victims as detailed in the Proceeds of Crime Act (POCA). ARIS receipts should be used to drive up performance on asset recovery or, where appropriate, to fund local crime fighting priorities for the benefit of the community. Typically, the use of ARIS funds by POCA Agencies falls into four main categories: Crime Reduction, Community Projects, Asset Recovery work and Miscellaneous.

POCA/ARIS receipts vary significantly year on year as demonstrated in Table 6 and accompanying bar chart below.

In 2023/24 ARIS/POCA receipts are forecast to be £0.5m.



	2019/20 (Actual) (£m)	2020/21 (Actual) (£m)	2021/22 (Actual) (£m)	2022/23 (Actual) (£m)	2023/24 (Forecast) (£m)	Total (£m)
Q1	0.04	0.17	0.06	0.13	0.13	0.53
Q2	0.53	1.22	0.37	0.06	0.05	2.22
Q3	0.33	0.41	6.77	0.03	0.03	7.58
Q4	0.08	0.15	0.08	0.32	0.29	0.91
Total	0.98	1.94	7.28	0.54	0.50	11.24

2021/22 includes a significant ARIS/POCA receipt from Operation Neutron.



Proceeds of Crime Act Funded Expenditure 2023/24 (Q3)

Table 7 below provides a summary of those revenue workstreams which are expected to be funded from the Proceeds of Crime Act (POCA) Reserve. In 2023/24 £2.6m of revenue and £12k of capital expenditure is expected to be funded from the POCA Reserve. The impact of this on the reserve position is shown in slide 20.

Column A shows the total commitment per priority area which may span more than one year and column C shows the planned expenditure in the current financial year (2023/24). An explanatory note follows on slide 18.

Table 7: Q3 2023/24 POCA Funded Expenditure	A	B	C	D	E	F
	Total Approved Budget	Prior Years Spend	Forecast Spend 2023/24 Q3	Total Prior year & 23/24 Forecast Spend	Balance Remaining Total Budget vs Total Forecast Spend	Notes
	£'000	£'000	£'000	£'000	£'000	
Safer City Partnership	150	100	50	150	0	(i)
Total Community Projects	150	100	50	150	0	
Asset Recovery Team	3,900	1,081	1,254	2,335	(1,565)	(ii)
Civil Recovery Team	600	0	200	200	(400)	(iii)
Total Asset Recovery	4,500	1,081	1,454	2,535	(1,965)	
Covert Tasking Budget	288	35	42	77	(211)	(iv)
Operation Creative	200	0	138	138	(62)	(v)
National Protect Coordination and Regional Support	335	0	144	144	(191)	(vi)
Streamlined Forensic Reporting	30	20	9	29	(1)	(vii)
Stakeholder Engagement Manager	200	0	53	53	(147)	(viii)
DANY (District Attorney New York)	550	241	276	517	(33)	(ix)
NFIB Service Delivery Team (SDT) - Quality Assurance	150	0	150	150	0	(x)
NFIB - Continuous Improvement	220	11	178	189	(31)	(xi)
Op Reframe - Police Boxes	74	34	0	34	(40)	(xii)
Total Crime Reduction	2,047	341	990	1,331	(716)	
NLF: People Strategy	93	0	94	94	1	(xiii)
Total Miscellaneous	93	0	94	94	1	
Total Revenue Funding	6,790	1,522	2,588	4,110	(2,680)	
Power BI Phase 2	650	0	5	5	(645)	
Child Abuse & Image Database (CAID)	53	33	7	40	(13)	
Total Capital Funding	703	33	12	45	(658)	
Grand Total	7,493	1,555	2,600	4,155	(3,338)	

Proceeds of Crime Act Funded Expenditure 2023/24 (Q3)

Notes:

- i. Contribution to Safer City Partnership from ARIS receipts
- ii. Funding of Asset Recovery Team was agreed for an initial period of three years 2022/23 to 2024/25 of £1.3m per annum. 2023/24 is year 2
- iii. Total funding of £600k was agreed from 23/24 to drive civil recovery activities across a period of three years at £200k pa.
- iv. An overtime/tasking budget for Covert/SIU was agreed for a period of 3 years, totalling £287.5k. 2023/24 is Year 2.
- v. Operation Creative is an Initiative, designed to disrupt and prevent websites from providing unauthorised access to copyright content, a budget of £200k has been agreed to support this project.
- vi. The National Protect and Regional Support initiative is a project to establish of a national hub to tackle volume fraud.
- vii. In 2021/22 £30k of funding was agreed to support the enhancement of streamlined financial investigation reporting across CoLP.
- viii. The stakeholder and engagement project seeks to inform the future delivery of the National Fraud Intelligence Bureau (NFIB).
- ix. The DANY project supports the secondment of two officers to the District Attorney's Office in New York until 31.03.24.
- x. Funding has been agreed to enable NFIB Quality Assurance Testing to support the continuous improvement of the Action Fraud victim support service.
- xi. NFIB – continuous improvement project is a pilot scheme to determine success or risk factor with the dissemination of information based on a vulnerability, viability and solvability approach.
- xii. This is an initial scoping project assessing the potential for the introduction of digital police boxes. Further progression will be subject to further business case development.
- xiii. NLF People Strategy – Project designed to implement initiatives to improve recruitment and retention of staff within economic crime across the UK

A summary of benefits and outcomes of these POCA funded initiatives will be provided to this Committee. An assessment of forward income projections will also be developed to ascertain the extent to which asset recovery activities can be supported using POCA receipts.



Reserves 2023/24 (Q3)

Police Reserves are set out in Table 8 below:

Based on the Q3 position, it is expected that Reserves will reduce by £5.3m from an opening balance of £16.9m to £12.2m. This is due to ARIS/POCA funded activities and the proposal to repay the remaining balance on the Action Fraud loan (£2m) and the ULEZ vehicle replacement loan (£0.6m). The repayment of these loans from the General Reserve will help to mitigate downstream loan repayment pressures and accelerate the transition to revenue financing of the capital programme, whilst maintaining a General Reserve of more than 5% of Net Revenue Expenditure (NRE)

The Force's Reserve Strategy set a general reserve target of 5% of gross revenue expenditure to mitigate unforeseen events. The forecast balance, after repayment of the above loans, is £6.6m or 5.7% of net revenue expenditure (NRE) in 2024/25. Typically, the Home Office expect that forces general reserves will not exceed 5% of NRE, however, due to the specific risks of the Force's National Head status holding a General Reserve more than 5% of NRE is considered appropriate. The adequacy and any requirement to draw upon the General Reserve, will be kept under review.

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Table 8:

2023/24 Use of Reserves	Opening Balance 2023/24 £'m	Transfer to Reserve 2023/24 £'m	Projected Spend 2023/24 £'m	Projected Closing Balance 2023/24 £'m
Proceeds of Crime Act (POCA)	(7.4)	(0.5)	2.6	(5.3)
General Reserve	(9.2)		2.6	(6.6)
Emergency Services Mobile Technology	(0.3)		0.0	(0.3)
Total	(16.9)	(0.5)	5.2	(12.2)



Police Authority Team Revenue Budget 2023/24 (Q3)

Table 9 sets out the Police Authority Team budget and forecast outturn for 2023/24.

Table 9: Police Authority Team Budget 2023/24	23/24 Latest Budget	Budget (Q3 YTD)	Actual/ Committed (Q3 YTD)	Variance YTD +Deficit / (Surplus)	Projected Outturn +Deficit / (Surplus)	Projected Variance +Deficit / (Surplus)
	£'000	£'000	£'000	£'000	£'000	£'000
Pay						
Staff	698.0	523.5	464.8	(58.7)	660.0	(38.0)
Indirect employee costs	17.0	17.0	4.4	(12.6)	8.0	(9.0)
Total Pay	715.0	540.5	469.2	(71.3)	668.0	(47.0)
Non-Pay						
Supplies and Services	285.0	213.8	53.4	(160.4)	142.4	(142.6)
Total Non-Pay	285.0	213.8	53.4	(160.4)	142.4	(142.6)
Total Expenditure	1,000.0	754.3	522.6	(231.7)	810.4	(189.6)
Government Grants	0.0	0.0	(38.0)	(0.0)	(75.0)	(75.0)
Total Expenditure	1,000.0	754.3	484.6	(231.7)	735.4	(264.6)

The forecast outturn for the Police Authority Team budget as at Q3 2023/24 is an underspend of £264.6k (2022/23: underspend £447k). This is due to a vacancy in the PAB Team, underspends against supplies and services budgets and the inclusion of a £75k Home Office grant for serious violence prevention which was not included in the original budget; this funding is to facilitate joint working between local agencies to plan, prevent and reduce serious violence.

The outturn underspend is reduced compared to 2022/23, one reason for this is that the Police Authority Team has been trialling, for the first time, the provision of grants to fund specific crime reduction initiatives. Overall, it is expected that the £1m budget will be fully utilised in 2024/25 as the staffing model moves towards full capacity and policy priorities are further developed. Discussion will be held with the Chamberlain to determine to whether any underspend at year end should be transferred to reserves or released back into the Business Rates Premium pool.



Capital Monitoring 2023/24 (Q3 to 31 December 2023) - Headlines

- The CoLP Capital Programme comprises projects developed and managed by the Force, which are either funded directly from the Force's own resources, from Home Office funding or via a Corporation loan facility.
- The total CoLP Capital Programme budget for 2023/24 amounts to £25.344m as shown in table 10 below. The forecast outturn for the year totals £18.609m, which represents an underspend of £6.735m. The underspend is largely due to rephasing of FCCRAS milestones of £4.639m to 2024/25. The underspend is also partly due to delayed use of the prioritisation and feasibility funding provision (£0.829m), a delay to the Power BI project (£0.430m) and the delivery of the horsebox (£0.400m). A breakdown of the capital programme is shown in table 11 on slides 23 to 25 and how it is funded is shown on slide 26.

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Table 10 - CoLP Capital Programme 2023/24	2023/24 Budget £'000	2023/24 Expenditure			2023/24 Forecast Outturn (A+B+C) £'000	2023/24 Variance: Budget vs Forecast Outturn £'000
		(A) Actuals to 31 st Dec £'000	(B) Commitments £'000	(C) Further Forecast Spend £'000		
Total CoLP Capital Programme 2023/24	25,344	9,485	769	8,246	18,609	(6,735)

- The table above shows the capital budget for 2023/24 only, however, many projects are phased over more than just the one year. Slides 27 to 28 provide a summary of all CoLP capital projects underway and their phasing. The total budget for each project is shown, across all phased years of its implementation, and is compared to its forecast outturn spend. The total budget for all projects is £36.188m, which compares to a forecast outturn cost of £35.773m, representing an underspend of £0.415m.
- For completeness, included within the capital programme noted above, are CoLP projects which are deemed to be revenue in nature, referred to as Supplementary Revenue Projects (SRP), amounting to a budgeted £181k in 2023/24.
- In addition to the CoLP funded projects, the City of London Corporation funds some strategic CoLP projects, comprising the Secure City Programme and the Accommodation Strategy – Decant Programme (£870,000 spend at Q3) and a few legacy projects that predate 2020/21, which are now nearing completion (£320,000 spend at Q3). Slide 29 provides further details.



CoLP Capital Programme 2023/24

The CoLP Capital Programme budget for 2023/24 amounts to £25.344m as shown in table 11 below. The forecast outturn for the year is £18.609m, which represents an underspend of £6.735m. The outturn forecast comprises actual spend to 31st December of £9.485m, commitments of £0.769m and further forecast spend of £8.246m by year end. The underspend is largely due to rephasing of FCCRAS milestones of £4.639m to 2024/25. The underspend is also partly due to delayed use of the prioritisation and feasibility funding provision (£0.829m), a delay to the Power BI project (£0.430m) and the delivery of the horsebox (£0.400m).

Table 11 - CoLP Capital Programme 2023/24	2023/24 Budget £'000	2023/24 Expenditure			2023/24 Forecast Outturn (A+B+C) £'000	2023/24 Variance: Bud. v Forecast Outturn £'000	Notes
		(A) Actuals to 31 st Dec £'000	(B) Commitments £'000	(C) Further Forecast Spend £'000			
FCCRAS	21,552	8,800	-	8,113	16,913	(4,639)	(i)
Cyclical replacement - Mobile phone refresh	331	-	331	-	331	0	(ii)
- Other	169	-	152	-	152	(17)	(iii)
Power BI	435	-	-	5	5	(430)	(iv)
ICAV	240	186	15	37	238	(2)	
Prioritisation and feasibility funding	1,000	6	165	-	171	(829)	(v)
Horsebox	400	-	-	-	-	(400)	(vi)
Body Worn Video	119	24	3	22	49	(70)	(vii)
CoLP Vehicle Replacement	397	281	46	5	332	(65)	
Forensic Network and Storage	257	96	7	46	149	(108)	(viii)
Covert Camera System	84	18	2	-	20	(64)	
Covert Surveillance Equipment	159	32	36	-	68	(91)	
Child Abuse Image Database (POCA)	20	7	-	-	7	(13)	
Armoury Improvements (SRP)	139	109	12	18	139	-	
Barbican Airwave Project (SRP)	30	27	-	-	27	(3)	
CoLP Forensic Storage (SRP)	12	8	-	-	8	(4)	
Total CoLP Capital Programme 2023/24	25,344	9,485	769	8,246	18,609	(6,735)	

CoLP Capital Programme 2023/24

Notes to table 11:

- i. **FCCRAS:** The forecast underspend of £4.639m is largely due to rephasing of milestone payments to 2024/25. The total project budget of £30.986m remains unchanged whilst forecast outturn expenditure is £31.038m, representing a forecast overspend of £52,000.
- ii. **Mobile Phone Refresh:** An order of 960 handsets has been agreed and delivered, which will replace the handsets of those officers and support staff who have active handsets. Spend to date is shown as zero as an invoice is awaited from O2.
- iii. **Other cyclical replacements:** £152k has been approved to fund a refurbishment of the 6th floor of New Street to be used as a new P&OD training space for officer training. Work commenced 16 January 2024 and is expected to complete during March 2024.
- iv. **Power BI Phase 2:** A strategic outline business case has been prepared which shows a total cost of £650k, phased over two years, with £350k in 2023/24 and £300k in 2024/25. Due to a delay in the tender process which won't be completed until February 2024 spend will now all take place in 2024/25.
- v. **Prioritisation and feasibility funding:** £6k has been spent to date with a further £165k committed to be spent in 2023/24. The balance of the £776k approved to progress the overarching management of change for CoLP, alongside the quick-time progression of some pipeline projects prior to their Gateway 2 attainment (Command and Control, Project Themis and E-Discovery) will be spent in 2024/25. The delay is due to the identification of suitable candidates and vetting, leading to these staff not being embedded into the workforce in time to conclude their contracted days prior to the end of the financial year. In addition, Project Themis has been delayed due to MPS re-evaluation of priorities and confirmation of delivery timeframes are still awaited.



CoLP Capital Programme 2023/24

Notes to table 11 continued:

vi. **Horsebox:** There was a delay purchasing the horsebox in 2022/23 due to the limited supplier selection nationally. No spend is forecast in the current year 2023/24 due to long delivery lead times. However, there is a commitment to spend £285k in 2024/25 and, with further costs to be incurred as the build progresses, it is anticipated that the full £400k budget will be spent in 2024/25.

vii. **Body Worn Video:** Whilst the project went live on 26th September 2023, an underspend of £70k is expected in 2023/24 largely due to change requests but this sum is expected to be fully spent in 2024/25.

viii. **Forensic Network and Storage:** These projects are now complete. Overall, there is an underspend of £108k, largely due to lower than anticipated hardware costs, reduced software costs and professional fees being lower due to the reduced complexity in the delivery of the initial projects.

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Funding of the 2023/24 CoLP Capital Programme

Table 12 – Funding of the CoLP Capital Programme 2023/24	Forecast Outturn 2023/24 £'000	City Loan £'000	Home Office £'000	CoLP Direct Revenue Financing £'000	CoLP POCA £'000	City Fund £'000
FCCRAS	16,913	3,313	11,200	2,400	-	-
Mobile Phone Refresh	273	273	-	-	-	-
Other Cyclical Replacement	210	210	-	-	-	-
Power BI	5	-	-	-	5	-
ICAV	238	238	-	-	-	-
Prioritisation and feasibility funding	171	171	-	-	-	-
Housebox	-	-	-	-	-	-
Body Worn Video	49	49	-	-	-	-
CoLP Covert Camera System	20	20	-	-	-	-
CoLP Covert Surveillance Equipment	68	68	-	-	-	-
Forensic Storage and Network	149	149	-	-	-	-
Fleet Vehicle Replacement	332	153	-	-	-	179
Child Abuse & Image Database	7	-	-	-	7	-
Armoury Improvements (SRP)	139	79	-	60	-	-
Barbican Airwave Coverage (SRP)	27	27	-	-	-	-
CoLP – Forensic Storage (SRP)	8	8	-	-	-	-
Capital Funding 2023/24	18,609	4,758	11,200	2,460	12	179



Summary of CoLP Capital Projects Underway & Their Phasing [1 of 2]

Previous slides show the capital budget for 2023/24 only, however, many projects are phased over more than just the one year and table 13 below provides a **summary of all CoLP capital projects underway and their phasing**. The total budget for each project is shown, across all phased years of its implementation, and is compared to its forecast outturn spend. The total budget for all CoLP projects underway totals £36.188m, which compares to a forecast outturn cost of £35.773m, representing an underspend of £0.415m.

Table 13 - Summary of all CoLP capital projects underway and their phasing	Budgeted Project Cost £'000	Prior Year Actuals £'000	2023/24 Forecast Outturn £'000	2024/25 Forecast Spend £'000	2025/26 Forecast Spend £'000	Forecast Project Outturn £'000	Variance (Better) / Worse £'000	Notes
FCCRAS	30,986	9,362	16,913	4,763	-	31,038	52	
Cyclical replacement	331	-	331	-	-	331	-	
Mobile phone refresh	169	-	152	-	-	152	(17)	
Other	650	-	5	645	-	650	-	
Power BI	338	-	238	10	-	248	(90)	(i)
ICAV	1,000	-	171	605	-	776	(224)	(ii)
Prioritisation and feasibility funding	400	-	-	400	-	400	-	
Horsebox	313	185	49	79	-	313	-	
Body Worn Video	920	523	332	58	-	913	(7)	
CoLP Vehicle Replacement	393	136	149	0	-	285	(108)	(iii)
Forensic Network and Storage	155	71	20	63	-	154	(1)	
Covert Camera System	247	88	68	91	-	247	-	
Covert Surveillance Equipment	53	33	7	-	-	40	(13)	(iv)
Child Abuse Image Database (POCA)	191	52	139	-	-	191	-	
Armoury Improvements (SRP)	30	-	27	-	-	27	(3)	
Barbican Airwave Coverage (SRP)	12	-	8	-	-	8	(4)	
CoLP – Forensic Storage (SRP)	36,188	10,450	18,609	6,714	-	35,773	(415)	
TOTAL COST OF PROJECTS UNDERWAY								

Summary of CoLP Capital Projects and Their Phasing [2 of 2]

Notes for table 13:

- i. **ICAV** – A budget of £90k was awarded 2-3 years ago, but the project didn't start at that time. The £248k approved in July 2023 should have superseded the £90k budget, however in the capital system it was added to it. There will therefore be a £90k underspend over the life of the project.
- ii. **Prioritisation and feasibility funding** – of the £1m seed funding only £776k was allocated. Of this £776k, it is anticipated that £171k will be spent in 2023/24 with the balance utilised in 2024/25, therefore leaving an underspend of £224k.
- iii. **Forensic Network and Storage:** These projects are now complete. Overall, there is an underspend of £108k, largely due to lower than anticipated hardware costs, reduced software costs and professional fees being lower due to the reduced complexity in the delivery of the initial projects.
- iii.iv. **Child Abuse Image Database:** This project is now complete. The underspend of £13k was due to hardware costs being lower than anticipated.



Strategic and Legacy Projects 2023/24

Strategic Projects

To the end of the third quarter of 2023/24, to the 31st of December 2023, £870k has been spent on strategic projects funded by the Corporation, all of which was on the Secure City Programme.

Legacy Projects

There are several legacy projects mainly dealing with significant IT infrastructure and accommodation, which are now nearly complete and due to soon be finalised. These projects are funded by the City of London Corporation, albeit the fleet project is loan funded by the City and this will be fully repaid by CoLP by the end of 2023/24. To the end of the third quarter of 2023/24, to the 31st of December 2023, expenditure on these projects amounted to £320k, as summarised in table 14 below.

Page 58	Table 14 - Legacy projects 2023/24		Total Project Budget	Approved Budget Drawdown	2023/24 Spend to date (inc. commitments)	Total Project Spend to Q3 2023/24	Variance: Total Project Budget vs Total Project Spend	Notes
			£'000	£'000	£'000	£'000	£'000	
	Information Technology		13,402	13,402	-	12,601	(801)	
	Fleet		1,800	1,800	319	1,737	(63)	(i)
	Accommodation – decant programme		15,947	14,718	-	13,718	(2,229)	
	Ring of Steel (IMS / DRS)		2,569	2,569	1	2,221	(348)	
	Total legacy projects		33,718	32,489	320	30,277	(3,441)	

- i. **Fleet:** To be compliant with ULEZ requirements in the City, the Corporation provided the Force with a loan of £1.8m to introduce ULEZ compliant vehicles. £1.7m has been spent against this, including £319,000 in 2023/24 to the end of Q3. Final spend of £11k is expected in 2024/25.



Agenda Item 8

Committee(s): Resources, Risks & Estates Committee Police Authority Board	Dated: 5 February 2024 7 February 2024
Subject: Revenue and Capital Budget 2024/25	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 11-24	RREC – For Information PAB - For Decision
Report author: Mark Paddon, Deputy Chief Finance Officer Steven Reynolds, Deputy Chief Finance Officer Alistair Cook, Chief Finance Officer	

Summary

This report presents the revenue and capital budget for 2024/25 following the Provisional Government Settlement being announced on 14 December 2023. Confirmation of the final Police Settlement is not expected until the end of January 2024 and a verbal update will be provided of any changes impacting the proposed 2024/25 budget.

The following paper provides details of the provisional police settlement, local funding via the Business Rates Premium (BRP), mitigations to achieve a balanced budget, income and funding, capital requirements and use of reserves.

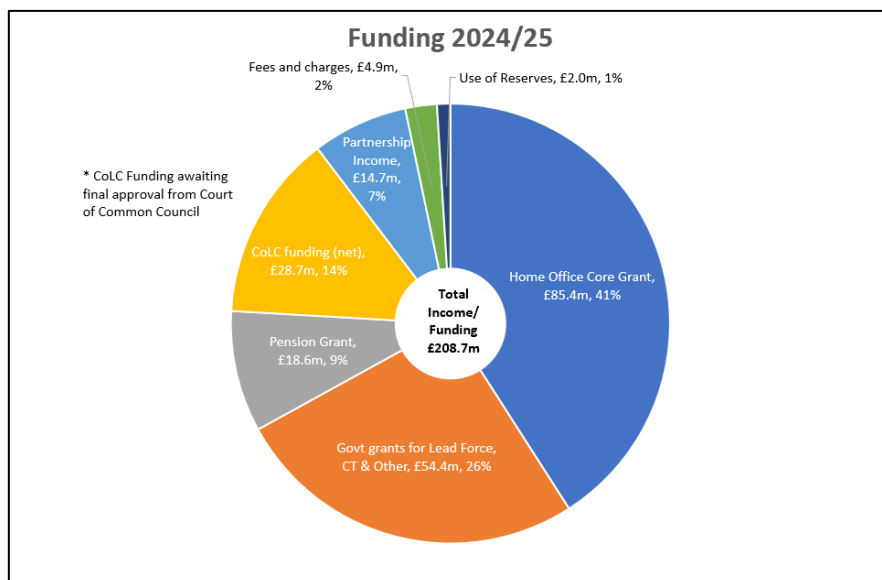
Overall, the budget provides for a core establishment of 953 full time equivalent (FTE) Police Officers (plus 30 Regional Organised Crime Unit posts), 537 (FTE) Police Staff and 216 temporary funded roles (£149m) and non-pay (£59.7m) budgets totalling £208.7m. These resources are provided to deliver Policing Plan priorities for both territorial policing and national lead functions, in areas such as fraud and cybercrime, with strong support for victim care.

Table 1 provides a summary of the 2023/24 and the proposed revenue budget for 2024/25.

Table 1 Summary Revenue Budget 2023/24 and 2024/25	23/24 Latest Budget £M	24/25 Projected Budget £M	24/25 vs 23/24 Budget £M
Expenditure	189.9	208.7	18.8
Income	(88.9)	(94.6)	(5.7)
Core Funding (Chief Officer cash limited budget)	(101.0)	(114.1)	(13.1)
Income & Core Funding (net of capital charges)	(189.9)	(208.7)	(18.8)
(Surplus)/Deficit	-	-	-

The 2024/25 budget shows an increase of £18.6m compared to 2023/24 which is mainly due to additional core Government Grant income of £8.7m, a net increase over 2023/24 of £1.5m in Business Rates Premium (BRP) allocation, of which £1m is ringfenced for Secure City run costs, and £5.8m of specific Government funding largely for combatting economic and cybercrime. A full breakdown of funding is shown in figure 1 below.

Figure 1: 2024/25 Funding Breakdown



The draft budget includes 'funded' provision for the launch of the new Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS), in 2024/25 plus a £1.5m provision against risk to programme timelines, which overall represents a reduction in core contribution to this service.

Whilst the 2024/25 budget is shown as balanced, the latest Medium Term Financial (MTFP), as presented to members of the Resource, Risks and Estates Committee in November 2023 and Police Authority Board (PAB) in December 2023, identified £15.5m of additional inflationary and other pressures impacting the 2024/25 budget. These pressures are summarised in Table 2 below.

Table 2 – 2024/25 MTFP Budget Pressures

2024/25 Budget Pressures (Revenue)	2024/25 £'m
Reduction in BRP funding for exceptional costs	2.1
Officer Pay Inflation	4.1
Staff Pay Inflation	2.9
London Allowance Increase	1.1
Non-Pay inflation	2.3
Cyclical Maintenance/Replacement and SRP Schemes	1.3
Increase in Capital Financing Provision	1.7
Total Pressures	15.5

The MTFP, which was presented Members prior to the 2024/25 Police Settlement being communicated assumed that Home Office funding would increase by £5.6m in line with Year 3 Spending Review commitments, provide extra funding for the 2024/25 officer pay award and increase in the City’s Precept grant (in lieu of the City’s inability to precept) to recognise precept flexibility for other forces. While the subsequent Home Office announcement has provided for £0.3m more funding than expected (para 11), though with heightened risk arising from increased ringfencing, further mitigations are required to deliver a balanced budget in 2024/25.

In balancing its finances over the last two years, CoLP has delivered major savings, with cumulative, budgeted savings over the last few years of £15m (14.1% of the 2023/24 Net Revenue Budget) - including pay and overtime reductions, non-pay savings and increased charges for funded work. However, the options for CoLP to make further savings and achieve a balanced budget in 2024/25 are limited by the requirement to maintain officer numbers at national head count levels, contractual obligations and the level of savings delivered in recent years, without impacting operational policing. Table 3 below summaries the mitigations which have been included in the proposed 2024/25 budget, including a £2.9m increase in the contribution from funded work towards inflation and overheads, further pay and non-pay savings of £3.5m and a £2.6m allocation from the 2023/24 Business Rates Premium (BRP) increase (£2.1m sustained BRP from 2023/24 and an increase of £0.4m).

Table 3 – 2024/25 Budget Mitigations

2024/25 Budget Mitigations	2024/25 £m
Increase in Home Office Core Funding (excluding Pension inc and Uplift)	5.9
Reduction in Action Fraud exceptional costs	0.5
Higher proportion of more junior PCs	0.8
Increased recharging of costs to funded activities and change	3.1
Non-pay savings: professional fees, release of inflationary provision & other	1.8
Adjustment for phasing of staff recruitment to full establishment	0.8
Allocation from 2023/24 Business Rates Premium (BRP) increase	2.6
Total	15.5

Capital Programme 2024/25

A summary of forecast capital expenditure and funding for 2021/22 to 2025/26 is shown in table 4 below. This shows a proposed capital programme for 2024/25 of £10.345m, comprising £2.358m on cyclical replacements, £6.256m on projects which commenced in prior years (FCCRAS for £4.763m and £1.493m on other projects) and £1.731m for new prioritised projects commencing in 2024/25. These new projects will be subject to business case approvals, supported by assessments on deliverability and affordability. The proposed capital programme is broken down and further explained in paragraphs 35 to 59 of this report.

The table also shows a forecast outturn for 2023/24 of £18.609m which is explained in a third quarter (Q3) budget monitoring report on this agenda.

Table 4 – CoLP Capital Programme

CoLP Capital Programme	21/22 £000	22/23 £000	23/24 £000	24/25 £000	25/26 £000	Total £000
Cyclical Replacement	1,000	545	815	2,358	700	5,418
FCCRAS	3,970	5,392	16,913	4,763		31,038
Other Projects 2023/24 and prior	2,960	1,194	881	1,493		6,528
Proposed New Projects 2024/25				1,731	492	2,223
Max. available for 2025/26					3,808	3,808
TOTAL CAPITAL EXPENDITURE	7,930	7,131	18,609	10,345	5,000	49,015
Funding						
City Fund loan facility (FCCRAS)		2,392	3,296			5,688
City Fund loan facility (other projects)	2,941	1,401	1,445	1,896		7,863
Home Office (FCCRAS)	3,970	3,000	11,217	2,804		20,991
City Fund		110	179			289
City ULEZ loan	1,000					1,000
POCA	19	38	12	645		714
Direct revenue financing		190	2,460	5,000	5,000	12,650
TOTAL FUNDING	7,930	7,131	18,609	10,345	5,000	49,015

Police Authority Board

The proposed 2024/25 Police Authority Board (PAB) budget is also shown in Table 13 below. A £1m budget was established in 2022/23 which is funded from the local business rates premium.

Recommendations

Members of RREC are asked to:

Note the report and:

- the 2024/25 City of London Police (CoLP) Revenue Budget;
- the 2024/25 CoLP Capital Programme; and
- the 2024/25 Police Authority Budget;

Members of the Police Authority Board are asked to approve:

- the 2024/25 CoLP Revenue Budget;
- the 2024/25 CoLP Capital Programme; and
- the 2024/25 Police Authority Budget

Main Report

Relevance to the Policing Plan

1. The primary purpose of the development of the budget and Medium-Term Financial Plan (MTFP) is to direct resources to deliver the objectives set out in the Force's Policing Plan:
 - To keep those who live, work and visit the City safe and feeling safe
 - To protect the UK from the threat of economic and cybercrime
 - To put the victim at the heart of everything that we do
2. The development of the 2024/25 budget is focused on the Policing Plan, building on the 2023/24 the business planning process, to ensure that finite resources are allocated to enable delivery of the above key objectives.
3. The Force's commercial strategy, introduced in 2019 and refreshed in 2023/24, was designed to assist in the delivery of a sustainable budget going forward through seeking full cost recovery from funded units and commercial / non-core / change activity wherever possible. In the 2024/25 budget additional income of £3.0m through recharging of costs has been included as part of a package of measures to close the budget gap, noting the cash flat nature of a number of National Lead Force grants. The affordability and sustained resourcing of funded/non-core activities will be dependent on securing this uplift in funding which is a key risk to the delivery of the Policing Plan. Work will continue in 2023/24 and 2024/25 to drive income recovery from funded work through engagement with funders to ensure deliverables are commensurate with the financial resources being made available.

National Context, Police Funding Settlement and Core Funding

4. The Force continues to operate in an environment of considerable uncertainty and financial challenge. While the 2023/24 budget was balanced by a combination of increased local funding from the 2022/23 Business Rates Premium increase and additional City of London Police (CoLP) mitigations. Since then, CoLP has experienced or forecast a range of new pressures including:
 - Pay and non-pay inflation in 2023/24 being significantly above assumptions – creating £6.5m of pressure for 2024/25 and future years.
 - a £1.1m increase in pay costs due to the decision to increase the London Allowance for officers from September 2023 in response to the Met Police lead.
 - a £1.3m increase in the cyclical maintenance and supplementary revenue requirements in 2024/25 to sustain the facilities at New Street and Bishopsgate pending the creation of the Future Police Estate.
 - a reduction in local business rates funding of £2.1m in 2024/25 relating to exceptional costs identified in 2022/23.

- A transition to Direct Revenue Financing (DRF) of CoLP's future capital expenditure from 2024/25 of £5m per annum plus an annual provision of £1m for the repayment of internal borrowing; noting that the £1.7m pa increase would still be required to increase current loan repayment arrangements assuming a higher level of borrowing.

Police Funding Settlement

5. On 14th December 2023 the Home Office announced the provisional police funding settlement. Table 6 provides a line by line breakdown of the provisional settlement compared to 2023/24. The key points are :

- Police Uplift Programme (PUP) ringfence – the expected £1m increase for Spending Review year 3 has been added in full to the Police Uplift ringfence, which puts £3.1m funding at risk (vs £2m in 23/24).
- Additional recruitment top up grant – City's officer uplift target has been increased by 10 (from 986 to 996 headcount), with £0.5m additional funding being provided (which will be fully offset by additional costs). As in 2023/24 a key concern remains that the Home Office settlement has increased the level risk to police finances through the ringfencing of core funding which is subject to maintaining officer uplift targets. The Home Office have confirmed that performance against the 996 target will be measured on 31 September 2024 and 31 March 2025. Any shortfall against the maintenance level of 996 will be subject to £40,000 per officer being withheld from the Uplift grant, up to a maximum tolerance of 30 officers; this means that if CoLP were to miss the uplift target by 30 at both checkpoints, the entire £3.1m grant would be lost.
- Pay award grant – City received extra funding during 23/24 of £2.4m for part-year effect of the 2023 officer pay award (7%). The £3.8m full year effect has been rolled into core grant for 24/25. The allocation of this grant was based on funding formula shares and so it does not provide for the increased costs of National or funded resourcing.
- Precept grant (in lieu of City's inability to precept) - has increased by £1m which is slightly higher than the £0.8m expected - linked to Government providing increased Precept flexibility elsewhere (of £13 rather than £10).
- Pensions grant - Home Office is allocating £260m additional funding to policing in respect of recent decision to increase employer pension contributions for officers from 31% to 35.3% from April 2024. CoLP is getting an extra £2.4m pensions grant from this, which provides for the cost increase for CoLP's 'established' officers. This includes existing, 'established' officer roles for its National Lead Force and other funded work but not its 'temporary' or growth roles.
- National & International Capital City (NICC) grant (provided to City and Met Police) - has remained cash flat at £4.8m since April 2019. The NICC grant was awarded to recognise the cost of additional policing activity arising from events and demonstrations related to the City's historic location and national and international status, excluding the costs of counter terrorism activity which is subject to a separate specific grant.

- Anti-Social Behaviour (ASB) and Hotspot Funding, each force has been allocated £1m of non-core grant funding in 2024/25. The administration and use of this funding will be co-ordinated by the Police Authority Team taking into account Home Office guidance on the scope of the funding stream, specification criteria and delivery plan requirements. Given the uncertainty at this stage about the allocation of the funding the 2024/25 budget excludes any related expenditure and associated income. This is on the basis that the activities supported by this funding stream will be additional and therefore, will have a net nil effect on the budget.

Local Funding – Business Rates Premium

6. In recognition of major MTFP budgetary pressures arising from inflation, exceptional Action Fraud costs, the loss of some key grants and acknowledgement that historically local funding for the City of London Police (CoLP) was significantly below national average, a 0.4p increase in the BRP was approved by the Court of Common Council in March 2022 for policing and other security measures, coupled with a CoLP commitment to deliver £6.1m additional mitigations £6.6m of BRP funding was allocated to CoLP, including a 'one off' £2.1m allocation for exceptional costs, taking the total BRP allocation to the Force in 2023/24 to £27.5m. This excluded:
 - £1m of BRP funding for the Police Authority Board and
 - £1m of BRP funding for the Security City Programme (SCP).
7. While there have been increases in BRP in recent years, continued increases in precepts elsewhere mean that CoLP remains below the national average even when taking into account the benefit of rent free accommodation provided by the City Corporation and the Precept Grant. The proposed 2024/25 budget, therefore, assumes that the £6.6m of BRP funding from 2023/24 is sustained in 2024/25 with a £0.5m increase required to deliver a balanced budget. It is anticipated that this will be funded from the 0.2p increase in the BRP approved by the Court in March 2023. The total BRP allocation to the Force in 2024/25 is expected to be £28.9m including £1m of BRP funding for the Secure City Programme. This excludes £1m of BRP funding for the Police Authority Board which is detailed at para 48.
8. The estimated annual operating cost of the Secure City Programme (SCP) is expected to be c.£2m which will be funded through a combination of £0.4m existing police resources (through decommissioning the current Information management system (IMS) and disaster recovery system (DRS), £1m of BRP funding, up to £0.5m of funding from the City's on-street parking reservice and a potential future contribution from City Bridge Foundation (subject to evidencing positive impact on policing the bridges). Following implementation delays it is now expected that the SCP will move to an operational phase during 2024/25 with responsibility for managing the programme transferred to CoLP. All programme income and expenditure will be ringfenced in CoLP's revenue budget.

9. The grants awarded as part of the police funding settlement and from the City of London Corporation constitute “core” funding and is held by the Police Authority until the end of the financial year. Historically this has been referred to as the “Chief Officer’s Cash Limited Budget” for local authority accounting purposes and provide an in-year Net Budget £114.1m, an increase of £13.1m from 2023/24, after adjusting for internal loan repayment of £1.0m which is shown as negative financing for Local Authority budgeting. Of the £13.1m increase, £8.7m relates to an increase in Home Office core funding, £1m relates to BRP funding for the Secure City Programme, a £0.5m increase in the baseline BRP funding and a £2.9m reduction in capital financing costs due to the planned repayment of the legacy Action Fraud and ULEZ vehicle replacement loans from the Force’s General Reserve in 2023/24.

The repayment of these legacy loans will facilitate the transition to Direct Revenue Financing (DRF) of CoLP’s future capital expenditure from 2024/25 of £5m per annum).

10. Funding for the Force also includes £94.6m of specific government grants, partnership income, fees and charges and the use of reserves (2023/24: £88.9m). This is an increase of £5.7m compared to 2023/24 and is mainly due to:

Government Grant income - £3.3m increase mainly due to:

- Fraud & Cyber Crime Reporting & Analysis Service (FCCRAS) revenue net of a reduction in core legacy fraud grants - £2.5m increase
- Anti-money Laundering Act (AMLAR) funding - £3.4m increase
- Fraud Reform - £1.9m increase
- Asset Recovery Incentivisation Scheme – Cryptocurrency - £1.7m increase, and

Less:

- A reduction in the Pension Deficit grant - £4.4m this is matched by a reduction in expenditure and reflects the current 6 year pension deficit forecast.
- Exclusion of £2m of income and expenditure relating to the Regional Organised Crime Units (ROCU) Uplift funding which does not form part of CoLP’s budget.

Partnership Funding – 1.3m increase

- Insurance, credit card and intellectual property fraud - £0.5m increase
- Secure City programme - £0.5m increase
- Common Policing services (secondments) - £0.3m increase

Fees and Charges - £1.3m

- Mainly due to a £1.2m increase in recharging of staff costs to capital (change) projects. This is in accordance with the 2023 Corporate Services Review design principles with roles being aligned to demand drivers and funded workstreams.

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

Table 6 – Funding and Income

2024/25 Funding	2023/24 £m	2024/25 £m	Change £m (Better)/Worse
Core grant	(62.5)	(66.3)	(3.8)
Council Tax Freeze Grant	(0.3)	(0.3)	0.0
NICC Grant	(4.8)	(4.8)	(0.0)
Precept Grant	(6.5)	(7.4)	(0.9)
Pensions Grant	(0.8)	(3.2)	(2.4)
Ringfenced Uplift Funding	(2.0)	(3.1)	(1.1)
Uplift Additional Recruitment Top Up	0.0	(0.5)	(0.5)
Less £0.2m Council Tax Freeze Grant to City Fund	0.2	0.2	0.0
Sub-Total police grant funding	(76.7)	(85.4)	(8.7)
Business Rates Premium	(27.5)	(28.0)	(0.5)
Corporation - Contact Centre	(0.7)	(0.7)	0.0
Secure City	0.0	(1.0)	(1.0)
Sub-Total Business Rates Premium/CoL funding	(28.2)	(29.7)	(1.5)
Total Core Funding	(104.9)	(115.1)	(10.2)
Specific Grants	(69.7)	(73.0)	(3.3)
Partnership Funding	(13.3)	(14.6)	(1.3)
Fees and Charges	(3.6)	(4.9)	(1.3)
Use of Reserves	(2.2)	(2.0)	0.2
Sub-Total Income and use of Reserves	(88.8)	(94.5)	(5.7)
Gross Funding & Income	(193.7)	(209.6)	(15.9)
Less Capital Financing Charges	3.9	1.0	(2.9)
Net Funding & Income	(189.9)	(208.7)	(18.8)

* this excludes £30.9m of National Lead Force grants which are transferred to other forces to support their fraud, cybercrime and anti-money laundering activities.

Revenue Budget for 2023/24, Projected Outturn and 2024/25 Budget

12. The proposed 2024/25 budget has been prepared within the resources set out above. Table 7 below summarises the 2023/24 net revenue budget, projected year end outturn and variances and the 2024/25 budget. Underspends / positive variances are shown in brackets.

Table 7 – Revenue Budgets 2023/24 & 2024/25

CoLP Revenue Budgets 2023/24 and 2024/25	23/24	23/24	23/24	23/24	24/25	24/25 vs 23/24 Budget
	Latest Budget £'m	Actuals Q3 £'m	Projected Outturn Q3 £'m	Variance vs Budget (Better)/ Worse £'m	Projected Budget £'m	(Better)/ Worse £'m
Police Officer Pay	70.6	52.8	71.7	1.1	80.7	10.1
Police Staff Pay	32.4	22.8	31.5	(0.9)	42.7	10.3
Police Officer Overtime	2.1	1.9	2.8	0.7	2.6	0.6
Police Staff Overtime	0.1	0.2	0.2	0.2	0.2	0.1
Temp/Agency	0.8	0.8	1.0	0.2	1.1	0.3
Other Employee Related Exp.	2.1	1.8	2.6	0.5	3.0	0.9
Pension Deficit	23.0	0.0	23.0	0.0	18.6	(4.4)
Total Pay	131.1	80.3	132.8	1.8	149.0	18.0
Premises	2.9	2.9	3.3	0.4	4.3	1.3
Transport	2.7	0.5	2.7	(0.0)	2.8	0.1
Supplies and Services	37.1	30.1	37.0	(0.1)	34.1	(3.0)
Third Party Payments	12.3	19.0	32.0	19.6	9.5	(2.8)
COL Support Services	3.3	0.1	3.3	0.1	3.4	0.1
Capital Charges	0.5	0.0	2.7	2.3	5.1	4.6
Transfer to Reserve	0.0	0.0	0.5	0.5	0.5	0.5
Total Non-Pay	58.8	52.7	81.5	22.8	59.6	0.8
Total Expenditure	189.9	133.0	214.4	24.5	208.7	18.8
Specific Grants	(69.7)	(42.8)	(93.1)	(23.4)	(73.0)	(3.3)
Partnerships	(13.4)	(8.2)	(14.2)	(0.8)	(14.7)	(1.3)
Fees & Charges	(3.5)	(2.2)	(3.5)	(0.0)	(4.9)	(1.3)
Transfer from Reserves	(2.2)	(0.0)	(2.5)	(0.3)	(2.0)	0.2
Income	(88.9)	(53.2)	(113.4)	(24.5)	(94.6)	(5.7)
Core Funding	(101.0)	(79.7)	(101.0)	(0.0)	(114.1)	(13.1)
Total Income & Core Funding	(189.9)	(133.0)	(214.4)	(24.5)	(208.7)	(18.8)
Net (Under)/Overspend	0.0	0.0	0.0	0.0	0.0	0.0

Revenue Budget for 2023/24 and Projected Outturn

13. The 2023/24 Quarter 3 revenue outturn is presented as a separate paper on today's agenda. This shows a breakeven outturn position, with both expenditure and income expected to be £214.4m. This compares to original expenditure and income budget of £189.9m. The variance of £24.5m is mainly due to additional specific grants being received in year for Lead Force activities, (£20.4m) of which £19.4m is to support resourcing in other forces, £2.9m of Home Office funding to support officer and staff pay increases/ additional officer recruitment and a £0.8m increase in partnership income. Other key variances include:

- A £1.1 overspend against Officer Pay offset by vacancies and rank ratio saving due to a higher proportion of student officers of £1.2m;
- £0.9m underspend on staff pay mainly due to vacancies;
- an increase in overtime of £0.9m due to funded work and other operational activities;
- A £0.5m overspend in injury awards, commuted pension lump sums & apprenticeship levy budgets due to an under provision compared to the 2022/23 outturn;
- A £0.4m pressure against premises budgets due to several backdated electricity charges at Bishopsgate;
- A £0.7m overspend in relation to the Action Fraud Contact Centre;
- £0.5m higher than budgeted transfer to reserve in respect of Asset Recovery Incentivisation Scheme/Proceeds of Crime Act receipts; and
- A £2.3m contribution to the financing of capital expenditure.

These cost pressures have been largely offset by:

- A £0.8m supplies and services savings mainly due to lower equipment purchases in Local Policing (£0.5m) and other general underspends.
- receipt of a £2.4m Home Office Pay award grant
- £1.3m of other income, including an Uplift over-recruitment grant and secondment / other income.

Proposed Revenue Budget for 2024/25

14. The proposed 2024/25 budget has been prepared within the resources set out in Table 6 above. Overall there is an increase of £18.8m between the 2023/24 latest approved budget and the 2024/25 original budget. Further details of support services and capital charges are shown in Appendix 1. The significant movements, budgetary assumptions, risks and opportunities are explained below:

Risks and Opportunities

15. There are a number of financial risks and opportunities which may impact the 2024/25 budget. These include:

- The increased ringfencing of Government Grants, with dependency on maintaining officer uplift levels.
- Pay awards and non-pay inflation being higher than estimated.
- Loss of income sources.
- Progress on cost recovery from funded work particularly in relation to National Lead Force funding where some agreements are cash flat and which provides an element of the City's officer uplift target.
- FCCRAS implementation and any implications arising from the updated detailed delivery plan.
- The levels of recruitment needed to deliver against both the financial and operational Policing Plan, in particular achieving the staff recruitment trajectory as a risk to realising available National Lead Force funding.
- The ability to deliver the mitigations included within the budget within the timeframes set and also the level needed whilst delivering the required levels of service.
- The ability of the Force to deliver the Capital Programme.

Pay and Workforce Planning

16. The pay budget for 2024/25 is £149m, this is an increase of £18m from 2023/24. The main factors for the increase include:

- the impact of pay inflation being significantly higher than anticipated in 2023/24 being baked into subsequent year's pay – £6.5m, (Officers £4.2m and Staff £2.7m); pay inflation assumptions of 3% for officers from September 2023 and 3% for police staff from July 2023 incorporating 1% pay and progression.
- the full year impact of the decisions to increase the London Allowance for Police Officers by £1,000 - £1.1m;
- a £2.4m increase in Police Officer Pension contributions due to the decision to increase employer pension contributions for officers from 31% to 35.3% from April 2024. A Home Office grant has been made available to offset this additional cost.
- An officer adjustment provision of £0.5m has been included in the 2024/25 budget to manage the headcount impact of the additional 10 Uplift posts and the risk of overshooting against the 996 target which will require careful workforce management.
- a £9.5m increase in Officer (£1.9m) and Staff costs (£7.6m) relating to funded activities including the Anti-Money Laundering Act Regulations (AMLAR), Enhanced Cyber Reporting (ECRS), FCCRAS and Fraud Reform. This includes growth in overhead recovery – which in particular contributes to the £2.25m increase in external funding to Corporate Services costs, delivering a £1m saving to core budgets net of cost increase).

- Of the £9.5m increase, £3m was previously provided for under National Lead Force supplies and services budgets in 2023/24 as a placeholder whilst elements of programme delivery were finalised. These budgets will now transfer to pay in 2024/25.
- an increase in overtime budgets of £0.7m, due the impact of pay inflation on baseline overtime budgets of £0.15m, a £0.45m increase in relation to funded work and £0.1m to fund specific ongoing overtime pressures in the Custody Team in the provision of a 24 hour service. Overtime continues to be monitored through the Force’s internal Strategic Finance Board.
- Agency budgets have increased by £0.3m This relates to the NPCC Cybercrime programme and is fully funded from grant funding.
- Other employee expenditure has increased by £0.9m, this is mainly due the creation of a £0.3m provision to fund apprenticeship levy charges, £0.3m increase in injury award budgets to align with current costs and £0.2m of increase training. Of this increase £0.3m is funded from funded/non-core activities.
- a £4.4m decrease in the pension deficit provision. This is to align the budget with the current 6 year pension forecast and is offset by a corresponding reduction in Home Office grant income.

17. The 2024/25 pay budget is based upon the following full time equivalent (FTE) numbers:

Table 8 – Workforce Establishment

	Officer FTE	Staff FTE	Total FTE
2023/24 Baseline	939.0	514.9	1,453.9
SOC Uplift (Regional Organised Crime Units)	30.0	0	30.0
NPCC Cybercrime	9.0	2.8	11.8
Changes 2023	5	0.2	5.2
Corporate Services Review	0	19.1	19.1
Establishment at 1st April 2024	983.0	537.0	1,520.0

18. The NPCC Cyber Portfolio (11.8FTE) and 30 FTE Police Uplift SOC posts are shown in the overall establishment in Table 8 and are included in the Home Officer Uplift headcount target of 996. The Cyber Portfolio team and the Police Uplift SOC posts are funded from specific grants and claimed in arrears from Home Office. Of the 30 SOC posts, 2 will be employed directly by CoLP and the remaining 28 are based in the Regional Organised Crime Units (ROCU). The majority of the Cyber Portfolio will be recruited via seconded officers and agency staff. The budget also assumes a further 216 temporary funded roles mainly related to delivery of NLF lead force activities.

19. The budget assumes resourcing levels for 2024/25 will increase by 24.3 Full Time Equivalent (FTE) posts. Of these changes 5.2 FTE relate to establishment changes agreed via the Force's People Board in September 2023 following confirmation of long term funding. The remainder attributable to outcome of the Corporate Services review. As noted above, whilst there has been an increase in staff resources this will be funded from external sources and change, thereby delivering a £1m saving to core budgets. No changes have been made to the Officer FTE as a result of the additional headcount target being increase by 10 to 996, however, this position is being assessed, noting that there are a number of part time roles in Force which count as 1 when measuring achievement against the Uplift target of 996.
20. Pay inflation assumptions remain one of the largest areas of risk. Whilst a 3% Officer and 3% Staff pay award assumptions are in line with National Police Crime and Commissioner (NPCC) Finance discussions and the City of London Corporation's current guidance, every 1% increase in pay increases the Force's cost pressures by £1.2m (£0.8m officers, £0.4m staff). While it is expected that inflation will reduce in 2024, where additional funding is provided by the Home Office to meet inflationary and other pressures above the annual settlement funding, this funding continues to be distributed on the basis of core grant shares. The consequence for the Force is that this excludes £57.1m of specific National Lead Force grants which in many cases have remained cash flat. Engagement is taking place with the Home Office on this matter.
21. Furthermore, although the Police settlement provided a £8.7m increase in funding, as noted above, £3.1m of the overall funding is now ringfenced and dependent on performance in maintaining the year 3 and additional officer (top up) uplift target. This significantly increases the amount of ringfence from current year and adds significant risk to realisation of the additional funding. The continuation of ringfencing and severity of penalty for non-achievement means that there is a risk to affordability. The requirement to maintain the uplift headcount target of 996 will require careful workforce management to minimise the financial risk of under or over shooting against target.

Non-Pay

22. The premises budget for 2024/25 is £4.3m, an increase of £1.3m from 2023/24. The principle reason for the increase is to allow for cyclical maintenance works at Bishopsgate and New Street to prolong the operational viability of these site ahead of delivery of the Future Police Estates programme.
23. A breakdown of the £34.1m Supplies and Services budget is shown in Appendix 2. The decrease from 2023/24 of £3.0m is mainly due:
- a £3m transfer from supplies and services to pay relating to funded activities including ECRS, AMLAR and Fraud Reform. These 2023/24 supplies and services budget were a placeholder pending determination of programme delivery structures.

- a £0.5m reduction in exceptional supplies and services costs relating to the Action Fraud service pending transition to the FCCRAS. This comprises an anticipated £2m full year reduction in exceptional costs net of a ringfenced £1.5m risk provision to allow for finalisation of programme launch timelines in 2024/25.
 - The release of a £1m non-pay ringfenced inflationary risk provision to facilitate the transition to Direct Revenue Financing of capital expenditure.
 - These decreases are offset by a £1.5m increase in costs relating to the running of the Secure City Programme (SCP) which is due to transfer to CoLP in 2024/25.
24. The third party payments budget for 2024/25 is £9.5m a decrease of £2.8m from 2023/24. Third party payments budgets include the cost of IT services £6.1m as well as providing for payments to other forces for seconded officers. The £2.8 reduction relates to a change in revenue recognition for Home Office funds transferred to other Regional Organised Crime Units (ROCU) and other forces for economic fraud and cybercrime activities connected to the Legacy Fraud grant. With the exception of this element, the redistribution of National Lead Force grants has been unbudgeted and managed through the Force's revenue account. This has distorted the monitoring with Home Office income and third party expenditure is consistently reporting outside of the approved budget. A breakdown of third party funding is show in Annex 2.
25. In 2024/25 it is expected that the Force will transfer some £30.9m of Home Office funds to other forces including the Legacy Fraud Grant, AMLAR, Fraud Reform and the National Cyber Security Programme. For 2024/25 these transactions will be ringfenced from the Force's revenue account and reported separately.
26. The capital charges budget for 2024/25 is £5.1m an increase of £4.6m from 2023/24. This increase is due to the planned transition to Direct Revenue Financing (DRF) of capital expenditure from 2024/25. This is facilitated by the decision to repay the remaining balance on the legacy Action Fraud loan (£2m) and the ULEZ (0.6m) vehicle replacement loan from the Forces General Reserve in 2023/24. This will release £2.9m per annum of negative financing adjustments from the core resource base (Table 6) which taken together with other supplies and services reductions will allow for up to £5m per annum revenue financing of capital expenditure. The expectation is that this will help mitigate the downstream borrowing risk for CoLP and City Fund finances. There will remain, however, points at which additional internal borrowing from the City Corporation will be required in order to meet the costs of the capital programme. A forecast of this is shown in the capital section of this report.
27. In addition to the £5m DRF provision, a further £1m payment, (shown as a negative financing adjustment against core funding in Table 6) will continue to be made to pay down internal borrowing from the City Corporation. This is reviewed annually.

Income

28. The force receives income and funding from a range of sources, with total budgeted income amounting to £209.7m in 2024/25 as detailed in Appendix 3, to this report. Due to the sensitive nature of the various funding streams, this is presented as a non-public appendix. CoLP funding primarily comes from its Home Office core grant, amounting to £85.4m for 2024/25 (40.7% of all income) Other specific Government grants total £73m (34.8% of all income), which includes funding for discharging CoLP's National Lead Force for Fraud & Cyber roles and a grant to cover CoLP's contribution to the Officer Pension Scheme deficit. Total Government grants amount to £158.4m in 2024/25, 75.5% of all funding.
29. Unlike other Police and Crime Commissioners (PCCs) The City Corporation does not have the ability to raise funding through a Council, instead, the City provides funding through a Business Rates Premium (BRP), which is expected to be £28m for 2024/25 (13.4%). In 2024/25 the City Corporation will also provide £0.7m of funding towards the contact centre (0.3%) and £1m BRP funding for the Secure City Programme (0.5%).
30. Partnership income totals £14.7m in 2024/25 (7.0% of all income), comprising funding from third parties in support of the fight against fraud and economic crime.
31. Income from fees and charges is estimated to be £4.8m in 2024/25 (2.3% of all income) and is largely derived from training delivered through the Economic Crime Academy, salaries recharged to capital and change projects.
32. As set out in the 2023 Income Strategy Report, charging for service is a complex area and as a minimum any charge must recover all direct costs. Wherever possible, however, CoLP will seek to recover full cost using a Full Economic Cost Recovery Model. Applying this model remains critical in 2024/25 to delivering £3.1m of additional income to meet mitigation targets.

Business Unit Control Totals 2024/25

33. Taking together workforce number and the proposed 2024/25 revenue estimate, Table 9 below provides a breakdown of budgeted staffing numbers, business unit control totals for 2024/25 and a summary of the functions included within each unit.

Table 9 – Business Unit Control Totals 2024/25

2024-25 Budget by Business Area	TOTAL COLP	Local Policing	Specialist Ops	National Lead Force	Corp Services	Central Inc & Exp
Budgeted FTE						
Officer	953	390	308	164	90	1
Staff	537	74	169	109	185	0
Total Establishment	1,490	464	477	273	275	1
Officer	48	0	13	35	0	0
Staff	168	1	17	150	0	0
Total Temporary	216	1	30	185	0	0
Total Budgeted FTE	1,706	465	507	458	275	1
Budgeted £m						
Pay Costs	149.0	35.7	34.7	32.1	21.8	24.7
Non Pay Costs	59.6	2.7	2.8	25.0	17.0	12.0
Total Expenditure	208.7	38.5	37.5	57.1	38.8	36.7
Income	(94.6)	(6.7)	(8.5)	(51.0)	(6.8)	(21.5)
Net Budget	114.1	31.7	29.0	6.1	32.0	15.2
Functions Including		Sector Response Taskforce Contact	Intelligence Investigation Forensics CJS	Funded Units FCCRAS / NFIB NLF Fraud NLF Cyber	Chief Officers CFO COO Prof & Trust	Pension Def POCA Recharges Unalloc roles Temp roles

*Excludes 30 Regional Organised Crime Unit Posts.

34. As shown in Table 9 above, sector policing (Local Policing and Specialist Operations) accounts for 57% of the core funded full time equivalent (FTE) staffing numbers and 53.2% of the net budget. Corporate Services and Central Income and Expenditure consists of 16% of the workforce and 41.4% of the net budget. The remaining 27% of the workforce are employed in National Lead Force (NLF) operations and supported by up to 185 temporary funded roles. Whilst NLF only accounts for £6.1m (or 5.4%) of core funding in 2024/25, it is expected that £51 m of it's in year activities will be financed outside of the core Home Office and local BRP funding.

Capital Programme 2024/25

35. The CoLP Capital Programme comprises projects developed and managed by the Force, which are either funded directly from the Force's own resources or via a City Corporation loan facility capped at £5m per annum. The revenue budget makes provision for principal and interest repayment. In addition, substantial capital funding is received from the Home Office towards FCCRAS.

36. The proposed Capital Programme for 2024/25 is shown in table 10 below and amounts to £10.345m. This comprises £2.358m on cyclical replacements, £6.256m on projects which commenced in prior years and £1.731m for new prioritised projects commencing in 2024/25. Two of the projects proposed to commence in 2024/25 are not expected to conclude until 2025/26 with additional spend of £0.492m forecast in that year. All proposed new projects will be subject to approval of business cases. The table also shows a forecast outturn for 2023/24 of £18.609m which is explained in a third quarter (Q3) budget monitoring report on your agenda today.
37. In addition to the CoLP funded projects, the City of London Corporation funds some strategic CoLP projects, comprising the Secure City Programme and the Accommodation Strategy and a few legacy projects that predate 2020/21 which are now nearing completion.
38. In order to show the full cost of the FCCRAS project, table 10 also shows all years back to 2021/22 when this project commenced.

Table 10 – Proposed Capital Programme 2024/25

CoLP Capital Programme	21/22 £000	22/23 £000	23/24 £000	24/25 £000	25/26 £000	Total £000
Cyclical Replacement						
Fleet (car)		340	332	358	300	1,330
Fleet (horsebox) (para 39)				400		400
Fleet (motorbikes)		205				205
IT (para 40)				1,200	400	1,600
Firearms (para 41)				400		400
Other (para 42)	1,000		483			1,483
Sub-total: Cyclical Replacement	1,000	545	815	2,358	700	5,418
Projects						
FCCRAS (para 43)	3,970	5,392	16,913	4,763		31,038
Action Fraud	2,041					2,041
Power BI (para 44)		98	5	645		748
BWV		181	49	79		309
Forensic Network and Storage		175	157			332
CAID	19	14	7			40
TFG Armoury		20	139			159
ICAV			238	10		248
Covert Camera System		23	20	63		106
Covert Surveillance Equipment		88	68	91		247
Barbican Airwave Coverage			27			27
Other/Prioritisation and feasibility(para 45)	900	595	171	605		2,271
Sub-total: 23/24 and Prior Year Projects	6,930	6,586	17,794	6,256	700	37,566
Proposed New Projects 2024/25						
Command and Control (para 46)				707		707
Multi-Agency Police Peer Support (MAPPS) (para 47)				148		148
Digital Investigation and Intelligence Project (NPTP) (para 48)				14		14
Out of Court Disposal (OoCD) (para 49)				163		163
Tackling Organised Exploitation (TOEX) Programme (para 50)				7		7
E-Discovery (para 51)				292	208	500
Digital Asset Management (para 52)				60		60
Forensic Case and Quality Management System (para 53)				216	284	500
Joint ERP Solution (para 54)				10		10
Digital Case File (para 55)				12		12
HO Biometrics Case File (para 56)				24		24
Rape Response Review (para 57)				1		1
Role-based Access (para 58)				77		77
Sub-total: Proposed New Projects 24/25	-	-	-	1,731	492	2,223
Funding for new projects in 2025/26					3,808	3,808
Sub-total: All CoLP Projects	6,930	6,586	17,794	7,987	4,300	43,597
TOTAL CAPITAL EXPENDITURE	7,930	7,131	18,609	10,345	5,000	49,015
Funding						
City Fund loan facility (FCCRAS)		2,392	3,296			5,688
City Fund loan facility (other projects)	2,941	1,401	1,305	1,896		7,543
Home Office (FCCRAS)	3,970	3,000	11,217	2,804		20,991
City Fund		110	179			289
City ULEZ loan	1,000					1,000
POCA	19	38	12	645		714
Direct Revenue Financing (DRF)		190	2,600	5,000	5,000	12,790
TOTAL FUNDING	7,930	7,131	18,609	10,345	5,000	49,015

39. **Horsebox:** There was a delay purchasing the horsebox in 2022/23 due to the limited supplier selection nationally. £285k has been committed to date but won't be spent until 2024/25 due to long delivery lead times. Further costs will be incurred as the build progresses and it is anticipated that the full £400k will be spent in 2024/25.
40. **IT replacement:** Current Surface Pros and Laptops are coming to their end of life and require replacing. A provision of £1.2m has been included in the 2024/25 budget to replace up to 1,168 devices, with a further £400k provision included in 2025/26 to replace a further 386 devices which will reach end of life in that year.
41. **Firearms replacement:** A provisional sum of £400k is provided for the replacement of the current fleet of carbines and their sighting systems due to them approaching their end of useful and economic life. Replacement is subject to evaluation and submission of a business case for consideration.
42. **Other cyclical replacement:** This comprises an order of 960 handsets at a cost of £331k to replace those of officers and support staff who have active handsets, and £152k to fund a refurbishment of the 6th floor of New Street to be used as a new L&OD training space for officers. Works commenced on 16th January 2024 and will be completed during March 2024.
43. **FCCRAS:** This project is due to be completed in 2024/25. Overall, against a total project budget of £30.986m, forecast outturn expenditure is £31.038m, representing a forecast overspend of £52k.
44. **Power BI:** Phase 1 was completed in 2022/23 at a cost of £98k. The Strategic Outline Business case for Phase 2 showed a total cost of £650k, phased over 2 years, with £350k in 2023/24 and £300k in 2024/25. Due to a delay in the tender process which won't be completed until February 2024 the majority of the spend will now take place in 2024/25.
45. **Prioritisation and feasibility funding:** £776k was approved to progress the overarching management of change for CoLP, alongside the quick-time progression of some pipeline projects prior to their Gateway 2 attainment (Command and Control, Project Themis and E-Discovery). Due to delays in the identification of suitable candidates and vetting, and a delay to Project Themis owing to MPS re-evaluation of priorities, only £171k is expected to be spent in 2023/24, with the balance being spent in 2024/25.

Proposed New Projects 2024/25

46. **Command and Control:** Project to replace the current command and control systems which will shortly become obsolete. This is a joint collaboration with the MPS.
47. **Multi-Agency Police Peer Support (MAPPS):** The replacement of Violent and Sexual Offenders Register (ViSOR) functionality with a new system to aid investigation.

48. **Digital Investigation and Intelligence Project (NPTP):** A national programme enhancing digital investigations and intelligence.
49. **Out of Court Disposal (OoCD):** Introduction of a new system to allow for the efficient management of out of court disposals which is required through a change in Government policy.
50. **Tackling Organised Exploitation (TOEX) Programme:** A national programme to focus on a cohesive approach to cross border crime.
51. **E-Discovery:** New technology to support electronic discovery in investigations.
52. **Digital Asset Management:** A new technology solution to allow for the seamless transfer of files digitally.
53. **Forensic Case and Quality Management System:** Implementation of an updated forensics system introducing greater automation.
54. **Joint ERP Solution:** A programme of change, managed by the Corporation but locally delivered, to introduce a new finance and HR system that are interlinked.
55. **Digital Case File:** A national programme to implement a new case file completion system using digital advances to drive efficiencies.
56. **Home Office Biometrics Case File:** A national programme to design and implement advances in biometric evidence gathering such as mobile fingerprint analysis.
57. **Rape Response Review:** National operating model transforming how rapes are investigated.
58. **Role Based Access:** Automated permission based access to different tools/information.

Capital Programme 2025/26

59. Table 10 above also shows an indicative position for the following year 2025/26 based on the annual £5m Direct Revenue Financing (DRF) allowance from the revenue budget to fund projects. The table shows £700k allocated to the ongoing cyclical replacement of IT and Fleet and £492k for the conclusion of the projects proposed to commence in 2024/25. The balance of the £5m DRF is shown as funding available for new projects in 2025/26 (£3.808m).

Reserves

60. The forecast Force reserves position for 2024/25 is summarised in Table 11 below.

Table 11 – CoLP Reserves

CoLP Reserves	Opening Balance 01-Apr-23 £m	Q3 Forecast Additions 2023/24 £m	Forecast Spend 2023/24 £m	Forecast Closing Balance 31-Mar-24 £m	Forecast Additions 2023/24 £m	Forecast Spend 2023/24 £m	Forecast Closing Balance 31-Mar-24 £m
General reserve	(9.2)	0.0	2.6	(6.6)	0.0	0.0	(6.6)
Earmarked reserves:							
POCA	(7.4)	(0.5)	2.6	(5.3)	(0.5)	2.6	(3.2)
Emerg Svs Mobile Tech	(0.3)	0.0	0.0	(0.3)	0.0	0.0	(0.3)
Sub-total - Earmarked reserves	(7.7)	(0.5)	2.6	(5.6)	(0.5)	2.6	(3.3)
TOTAL RESERVES	(16.9)	(0.5)	5.2	(12.2)	(0.5)	2.6	(10.1)

*Balances in brackets denotes reserve held.

61. Over the medium term CoLP's reserve strategy aims to maintain a general reserve that supports management of CoLP's strategic and medium-term financial risks to: 1) cope with unforeseen events and emergencies, 2) as a contingency to respond to uncertainty in the economic climate, 3) to provide flexibility in managing future years budget pressures and 4) to balance cashflow fluctuations without calling upon additional local grant and/or loan funding. The proposed 2024/25 budget does not anticipate use of the general reserve, however, this is subject to inflation and other pressures not increasing above current budgetary assumptions. The Force's reserves policy, in line with Home Office expectations, is to maintain a General Reserve of 5% of net revenue expenditure (NRE). In 2024/25 this is equivalent to £5.8m compared to a forecast reserve of £6.6m. However, given the specific funding risks associated with National Lead force status it is considered appropriate to hold a general reserve equivalent to 5.7% of NRE.

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

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

63. The opening balance at the start of 2023/24 was £7.4m and includes an unusually large receipt of £7.1m which was received at the end of 2021/22 from Operation Neutron. Given the significance of the reserve and requirement for sound governance it was determined that through the budget setting process the Police Authority will approve planned level of commitment and annual spend against POCA funds.

64. The use of POCA is subject to full business case development, project prioritisation and assessment of affordability. Updates on expenditure have been reported quarterly to this Committee and a benefits realisation paper is expected during Q4 2023/24. At this stage the POCA reserve is forecast to fund £2m of revenue expenditure in 2024/25 comprising £1.5m in relation to asset recovery / civil recovery activities, £0.5m to fund other relevant expenditure and £0.645m toward the PowerBI project.

Table 12 – Proceeds of Crime Act Reserve (POCA)

POCA Bids	Asset Recovery £'000	Crime Reduction £'000	Community Projects £'000	Misc £'000	Total £'000
Asset Recovery Team (Revenue)	1,300				1,300
Civil Recovery Team (Revenue)	200				200
Other (Revenue)				500	500
Power BI Phase 2 (Capital)		645			645
Total	1,500	645	-	500	2,645

Police Authority Board – 2024/25 Revenue Budget

65. The proposed 2024/25 revenue budget for the Police Authority Board Team is shown below. This provides for 9.5 full time equivalent employees and appropriate non pay budget to support delivery of its primary role in making sure the City of London Police runs an effective and efficient service by holding the Commissioner to account; to ensure value for money in the way the police is run, and to set policing priorities taking into account the views of the community. In 2023/24 the PAB Team established a small grant programme to add value in targeted priority areas, which is expected to continue in 2024/25. In additional £0.1m additional Government grant income relating to the serious violence programme. The Police Authority Team will also work with local agencies and manage the bidding processes for the use of £1m of Hotspot funding announced in the Provisional Police Settlement. This will take into account Home Office guidance on the scope of the funding, specification criteria and delivery plan requirements.

Table 13 – Police Authority Board Revenue Budget 2024/25

PAB Team Revenue Budgets 2023/24 and 2024/25	23/24	23/24	23/24	23/24	24/25	24/25 vs 23/24 Budget
	Latest Budget	Actuals	Projected Outturn	Variance vs Budget (Better)/Worse	Projected Budget	(Better)/Worse
	£'m	Q3 £'m	Q3 £'m	£'m	£'m	£'m
Staff Pay	0.7	0.5	0.7	0.0	0.8	0.1
Other Employee Exp.	0.0	0.0	0.0	0.0	0.0	0.0
Total Pay	0.7	0.5	0.7	0.0	0.8	0.1
Supplies and Services	0.3	0.0	0.4	0.1	0.3	0.0
Total Non-Pay	0.3	0.0	0.4	0.1	0.3	0.0
Total Expenditure	1.0	0.5	1.1	0.1	1.1	0.1
Government Grants		(0.0)	(0.1)	(0.1)	(0.1)	(0.1)
Income	0.0	(0.0)	(0.1)	(0.1)	(0.1)	(0.1)
Core Funding	(1.0)	(0.5)	(1.0)	0.0	(1.0)	(0.0)
Total Income & Core Funding	(1.0)	(0.5)	(1.1)	(0.1)	(1.1)	(0.1)
Net (Under)/Overspend	0.0	0.0	0.0	0.0	0.0	0.0

List of Appendices:

- 1 Support Services and Capital Charges
2. Supplies and Services and Third Party Expenditure Analysis
3. Income & Funding Streams – **Non-Public**
4. MTFP Pressures, Mitigations and Funding Streams – **Non-Public**

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Support Services and Capital Charges

Support Services & Capital Charges from/to the City of London Police	Original Budget 2023/24 £'000	Draft Budget 2024/25 £'000	Note Ref
Support Services and Capital Charges			
City Surveyor's Employee Recharge	86	91	
Insurance	435	454	
IT Recharges – Chamberlain	277	6	
Capital Charges	3,452	3,841	
Capital Contras	(3,452)	(3,841)	
Admin Buildings	1,336	1,276	(i)
Support Services	1,123	1,538	(ii)
Total	3,257	3,365	
Recharges Within Fund			
Car Park Recharge P&T	55	49	
Licence fees – Port Health & Environmental Services Committee	18	18	
Total	73	67	
Recharges Across Funds			
Policing the Bridges	(305)	(305)	
Remembrancer's Recharge - Policy & Resources - City's Cash	28	28	
Total	(277)	(277)	
TOTAL POLICE	3,053	3,155	

Notes:

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

Appendix 2

Supplies and Services analysis

Category	23/24 Latest Budget £m	23/24 Actuals Q3 £m	23/24 Projected Outturn Q3 £m	23/24 Variance vs.Budget £m	24/25 Projected Budget £m	24/25 vs 24/25 Budget £m
NFIB/Action Fraud/NPCC	24.3	22.2	26.4	2.1	21.1	(3.2)
Catering	0.0	0.1	0.1	0.1	0.1	0.1
Computer Licences	2.3	1.6	1.6	(0.6)	1.7	(0.6)
Consultants Fees	0.3	0.2	0.4	0.0	0.4	0.1
Equipment, Furniture & Materials	2.1	1.4	1.8	(0.2)	2.3	0.2
Internal Legal Fees	0.4	0.1	0.5	0.1	0.4	(0.0)
IT Maintenance/Support/Software	0.1	0.7	0.7	0.6	0.7	0.6
Legal Fees	0.1	0.2	0.3	0.2	0.2	0.1
Licences	0.2	0.2	0.3	0.1	0.3	0.1
Management Fees	0.1	0.0	0.1	(0.0)	0.1	0.0
Medical Fees	0.3	0.0	0.3	0.0	0.3	0.0
Other/Misc	1.6	0.3	1.0	(0.6)	0.6	(1.0)
Postage	0.1	0.0	0.0	(0.1)	0.1	(0.0)
Professional Fees	4.0	1.3	1.8	(2.2)	4.0	0.0
Security	0.3	0.6	0.5	0.2	0.4	0.2
Storage/Removal Fees	0.2	0.1	0.2	(0.0)	0.2	(0.0)
Subscriptions	0.1	0.1	0.1	0.0	0.1	0.0
Subsistence (not training related)	0.3	0.2	0.2	(0.1)	0.3	(0.0)
Telephones/Mobile Phones	0.3	0.5	0.3	(0.0)	0.3	0.0
Uniform/Clothing	0.1	0.4	0.5	0.4	0.6	0.6
	37.1	30.1	37.0	(0.1)	34.1	(3.0)

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

Third Party Payments analysis

Category	23/24 Latest Budget £m	23/24 Actuals Q3 £m	23/24 Projected Outturn Q3 £m	23/24 Variance vs.Budget £m	24/25 Projected Budget £m	24/25 vs 24/25 Budget £m
NLF: Other	0.0	0.1	0.1	0.1	0.0	0.0
NLF: Other Bodies	5.3	13.6	25.1	19.7	2.3	(3.0)
NLF: Seconded Officers/Staff	0.2	0.1	0.1	(0.1)	0.1	(0.1)
Total Lead Force	5.5	13.7	25.2	19.7	2.4	(3.1)
Forensic Services	0.2	0.2	0.2	(0.0)	0.3	0.0
IT SLA	5.9	3.3	5.8	(0.0)	6.1	0.2
Other	0.1	0.5	0.1	0.0	0.1	0.0
Other Bodies	0.5	0.3	0.5	(0.0)	0.5	(0.0)
Seconded Officers/Staff	0.1	0.0	0.1	(0.0)	0.1	0.0
Total Other CoLP	6.8	4.2	6.7	(0.1)	7.1	0.2
				0.0	0.1	0.1
	12.3	18.0	31.9	19.6	9.5	(2.8)

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CITY OF LONDON POLICING PLAN 2022-2025

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

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FOREWORD

CHAIR'S FOREWORD

Welcome to the final refresh of the 2022-25 Policing Plan, the document that sets out the priorities for keeping the City of London the safest business district in the world and protecting the United Kingdom from fraud, economic and cyber crime.



The vision remains the same: keeping our Square Mile safe for all those that live, work or visit, continue to lead and develop the policing response to tackling fraud, economic and cyber crime for the nation, and ensuring we put victims of crime at the heart of all we do.

London and the City are also great places to work and live and attracts diverse talent. The City is the heart of the UK's financial, professional services and fintech sectors, a leading global centre; businesses can operate in and are protected by our strong legal and regulatory systems; and the UK is hostile to fraud and cyber. These are all essential to UK competitiveness and our security and prosperity are essential to each.

As the National Lead Force for fraud and the National Police Chiefs' Council for economic, cyber and business crime, the City of London Police has continued to work closely all those across the law enforcement system. These include the National Economic Crime Centre, hosted by the National Crime Agency, the Serious Fraud Office, the National Cyber Security Centre, regional and local policing, and international law enforcement. So too has the private sector played an essential part in identifying, stopping and blocking these crimes and in helping businesses and the public protect themselves. The City Police's National Policing Strategy for Fraud, Economic and Cyber Crime 2023-2025 was launched last year and underpins all of this.

The City of London Corporation and City Police are uniquely placed to work with financial, industry and regulatory partners to ensure businesses do their part bringing down fraud, economic and cyber crime. The new Online Safety Act and the Economic Crime and Corporate Transparency Act are important new tools and we will continue to advocate for disclosure reform. Major changes will be delivered in the forthcoming year alongside our partners in the public sector. The Action Fraud reporting service, which managed 2.1 million additional contacts relating to fraud and economic crime last year, will be replaced by a next generation service this year. The new service will make it easier for individuals and businesses to submit reports as well as improving the identification and pursuit of fraudsters.

This will improve the experience victims of fraud and cyber crime, complementing the City Police's National Economic Crime Victim Care Unit which has now been rolled out to all 43 forces in England and Wales. The unit engages and supports over 100,000 victims a year and provides specialist advice to ensure people don't become repeat victims.

We have also taken many significant steps to further improve local policing in the Square Mile, including publishing a joint strategy with local partners on reducing serious violence in the City, focussing on the night-time economy, sexual and domestic violence, and identifying future threats. We have also confirmed plans to publish a comprehensive victim's strategy, setting out in detail our plans to deliver on our existing commitment to put them at the heart of all we do.

Reflecting the critical importance of public trust and confidence to all policing work, the City Police have set an ambition to become the most inclusive police service in the country, and will be publishing a renewed strategy on Equality, Diversity, and Inclusivity setting out how this will be achieved. The City of London Police continues to be a unique and valuable asset to the Square Mile's

businesses, residents and the UK. I remain very grateful to all officers, staff and partners that support City of London Police in keeping the City the safest business district in the world and protecting the nation from fraud, economic crime and cyber.

James Thomson
Chair of the Police Authority Board

FOREWORD FROM CITY OF LONDON POLICE COMMISSIONER

I am delighted to present our final year 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.

It's been another busy year for the City. We have been involved in large events including the King's coronation in May, Lord Mayor's Show in November and New Years' Eve celebrations. We have also seen a number of increased planned and unplanned protests following issues across the world. We have continued to deploy operations such as Project Servator to protect the City from terrorism and Operation Reframe to protect women and girls from violence in the City.

This year, we have also developed our National Policing Strategy for Fraud, Economic and Cyber Crime 2023-28, which strengthens national police capabilities for detecting offenders and protecting victims. We have visited forces all across England and Wales to demonstrate how this strategy will benefit them.

We remain committed to restoring trust among our communities. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Ensuring professionalism and integrity by our officers and being able to attract and retain the very best police officers, staff and volunteers remains an important priority. 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.

Internally, we have now progressed our Corporate Services Review and strengthening the enabling capabilities within this new model will be a key area of focus so we can ensure we are operating efficiently and effectively.

In 2024, we are replacing the technology for Action Fraud and the National Fraud Intelligence Bureau, to give victims a more accessible and customer friendly service, and to ensure the right crimes are disseminated with expediency across policing.

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 with our partners to provide the best outcomes for our communities and victims of crime remains a key priority for this plan, including implementation of Right Care Right Person.

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.

Commissioner of the City of London Police

ANNUAL LOOKBACK

FROM 2023 TO 2024 WE HAVE...



Deployed our **Project Servator** teams **3,856** times to protect the City from the **threat of terrorism**.

Policed 31 protests in the City and supported policing of **38** other planned events in the greater London area and **20** ceremonial events across the city.



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).

Deployed **Operation Reframe** on 8 occasions, leading to **225** licensed premises checks focusing on **protecting women and girls** in the City at night.

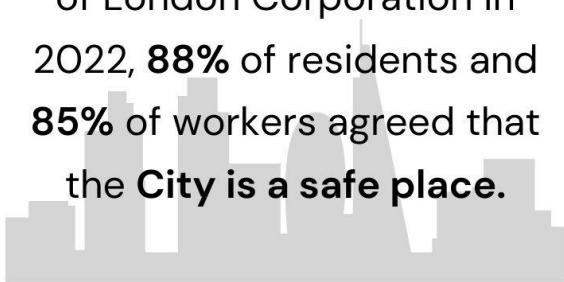


Completed **19 'Walk and Talks'** to enable officers to engage with women, encourage them to talk about their experiences and concerns and put in place **improvements to make women feel safer** in the City.



Disrupted 1,135 Organised Crime Groups.

In a survey conducted by City of London Corporation in 2022, **88%** of residents and **85%** of workers agreed that the **City is a safe place**.



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.



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

OPERATIONAL PRIORITIES

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

VALUES

- PROFESSIONALISM
- INTEGRITY
- COMPASSION

ORGANISATIONAL PRIORITIES

- OUR PEOPLE
- OUR RESOURCES
- EFFICIENCY AND EFFECTIVENESS



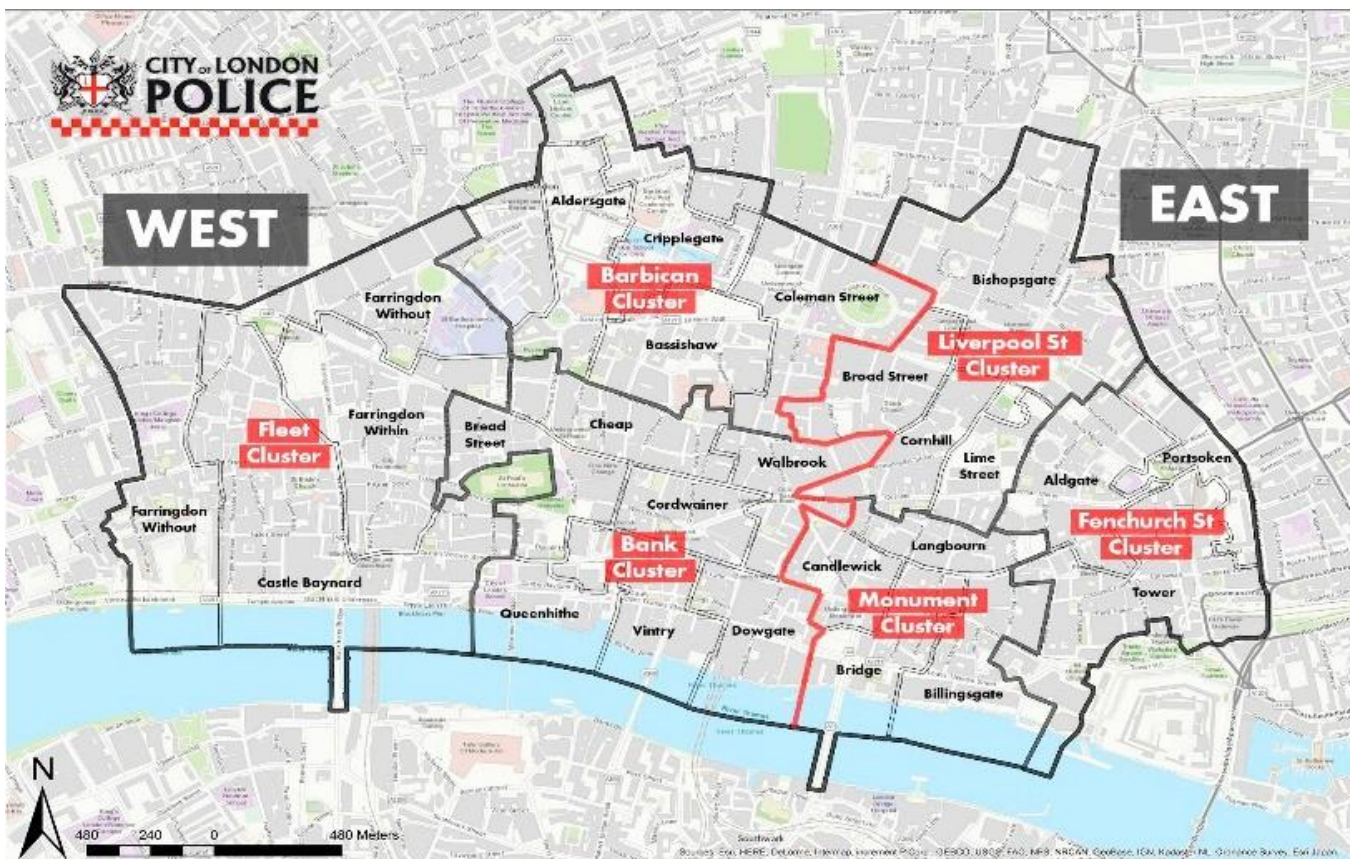
SECTION 01

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 cyber crime, our area extends to the national and international.



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 cyber crime. 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 2023 Crime Survey of England and Wales estimated that there had been a 13% decrease in Fraud and Computer Misuse offences compared to 2022. These crimes affect more people, more often, than any other crime type and cause significant harm to victims.

Fraud continues to be cyber-enabled, using internet and communication platforms. The proliferation of virtual currencies has provided new opportunities for criminals to launder the proceeds of their crimes, as well as the emergence of Artificial intelligence being used in fraud and cyber offences. We have a key role in leading the national policing response to these threats and in response, we've launched the National Policing Strategy for Fraud, Economic and Cyber Crime.

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 and as seen nationally, rises in retail theft. Wider national public dissatisfaction is also felt across the City through transport strikes and increased protests which disrupt our residents, and those who visit and work in the City.

As of November 2023, retail and visitor footfall in the City of London area had increased by 7.7% from the previous year and City jobs are at a record high and have grown over 13% since pre-pandemic 2019. 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 neighbourhoods model focuses on those crime and anti-social behavior problems that matter most to our communities. In response to our communities concerns we have established a cycle team to enable us to respond more agilely when dealing with those who commit crime on pedal bikes (for example phone snatches), as well as when enforcing road traffic laws and promoting safe cycling. 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 have worked alongside the Corporation on the 'Secure City Programme' to deliver 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.



City of London Police will continue to benefit from the investment made through the Police Uplift Programme. This additional resource has enhanced our overall visibility and response to crime and is gradually improving the diversity of our workforce.

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.

In 2024 we launch the Fraud and Cyber Crime Reporting and Analysis Service. Through intelligence-led interventions, the service will position itself upstream of

fraud to aid prevention of crimes occurring, pursue offenders and organised criminals and will do its utmost to protect the public from victimisation.

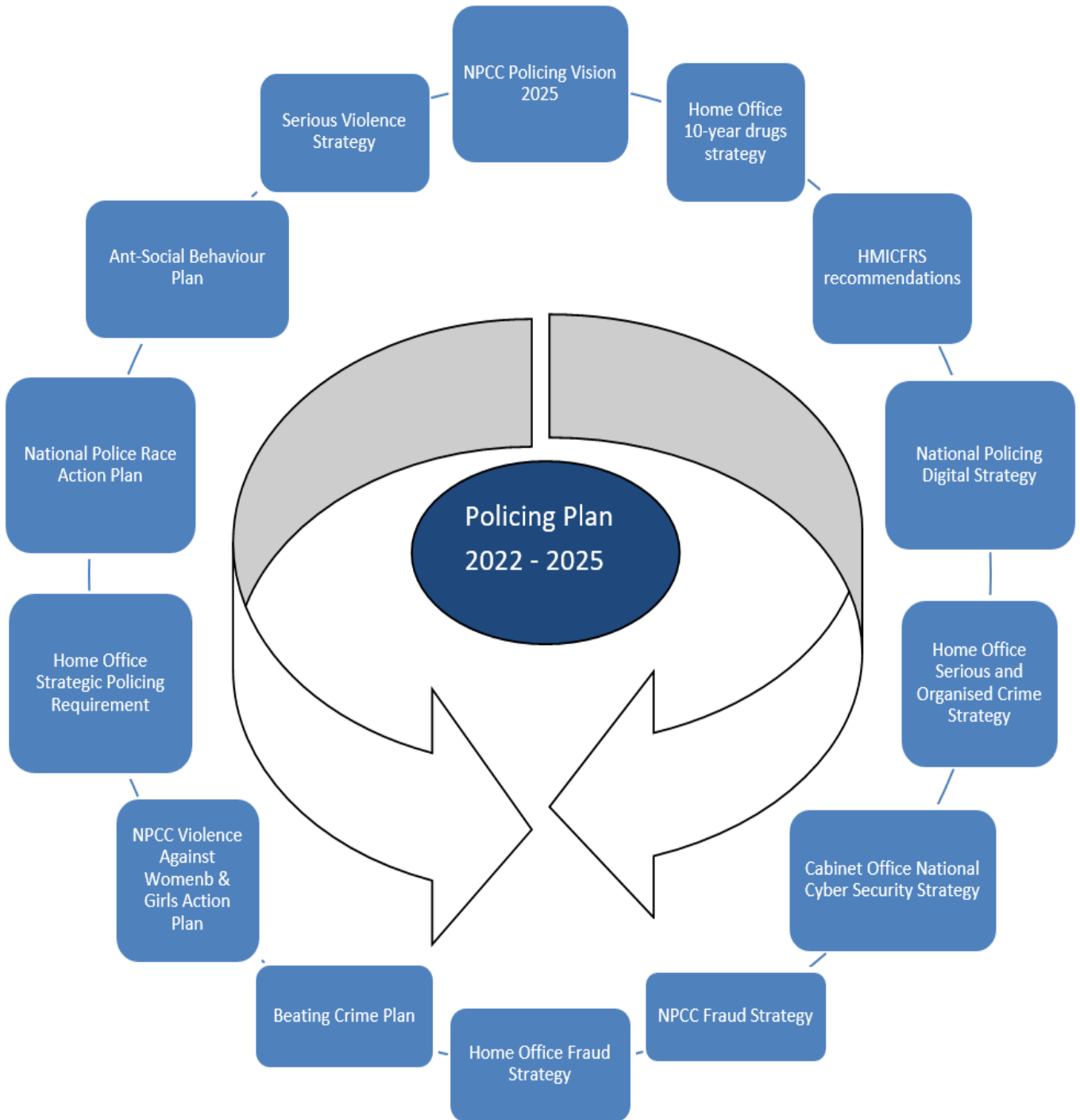
International and local drivers to improve environmental sustainability are also relevant to policing, from managing the additional demand from climate activists exercising their right to protest, to reducing our carbon footprint and improving the sustainability of our estate's infrastructure. With potentially 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.

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. Last year saw the launch of our new Community Feedback Platform, providing a digital pathway to hear from residents, workers and visitors to the City. This is part of our long-term community engagement strategy and is supplemented by the launch of our new Neighbourhood Newsletter and most recent Community Survey.

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 were highlighted this year in the top four concerns and previously we have seen road safety and drug dealing feature as key concerns. The top four 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 and anti-social behaviour 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. 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 Project 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 ACTION ON VIOLENCE AGAINST WOMEN AND GIRLS

Our work on Violence Against Women and Girls continues with an array of activity under each of the 3 pillars- 'Rebuilding Trust & Confidence', 'Relentless Perpetrator Pursuit' and 'Creating Safer Spaces'. Much of our work has focused on internal misogyny and culture, with initiatives including listening circles for female colleagues and increasing awareness around unacceptable behaviours through communications and theatre workshops. We continue to roll out 'Domestic Abuse Matters' training to all police officers and staff in relevant roles, with more than 400 colleagues taking part in this training designed to challenge the attitudes, culture and behaviour of colleagues when responding to domestic abuse. Working with partners in our communities, we continue to deliver Operation Reframe, creating safer spaces during our night-time economy for women and girls.

More recently we have introduced our 'Walk & Talk' scheme which provides an opportunity for women visiting, working or living in the City can share their thoughts on safety to bring about positive change. In November 2023 we celebrated our White Ribbon accreditation, cementing our commitment to challenge long-established and harmful attitudes, systems and behaviours around masculinity that perpetuate gender inequality and men's violence

against women. All men in our chief officer team have signed up to act as Ambassadors to promote our joint ambitions with this charity.

OUR POLICE RACE ACTION PLAN

The launch of our local Race Action Plan in November 2023 was an attempt to coordinate all of the work already underway in this field. Our local plan reflects all priorities outlined in the National Police Race Action Plan and includes bespoke priorities which matter most to our employees and communities regarding race.

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. 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 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.

These threats have remained the same with the addition of violence against women and girls. We are encouraged that this is now included as a new threat area. Supporting national activity to end gender-based violence and create a safer community for women and girls remains a priority which is complemented by our strategy and action plan.

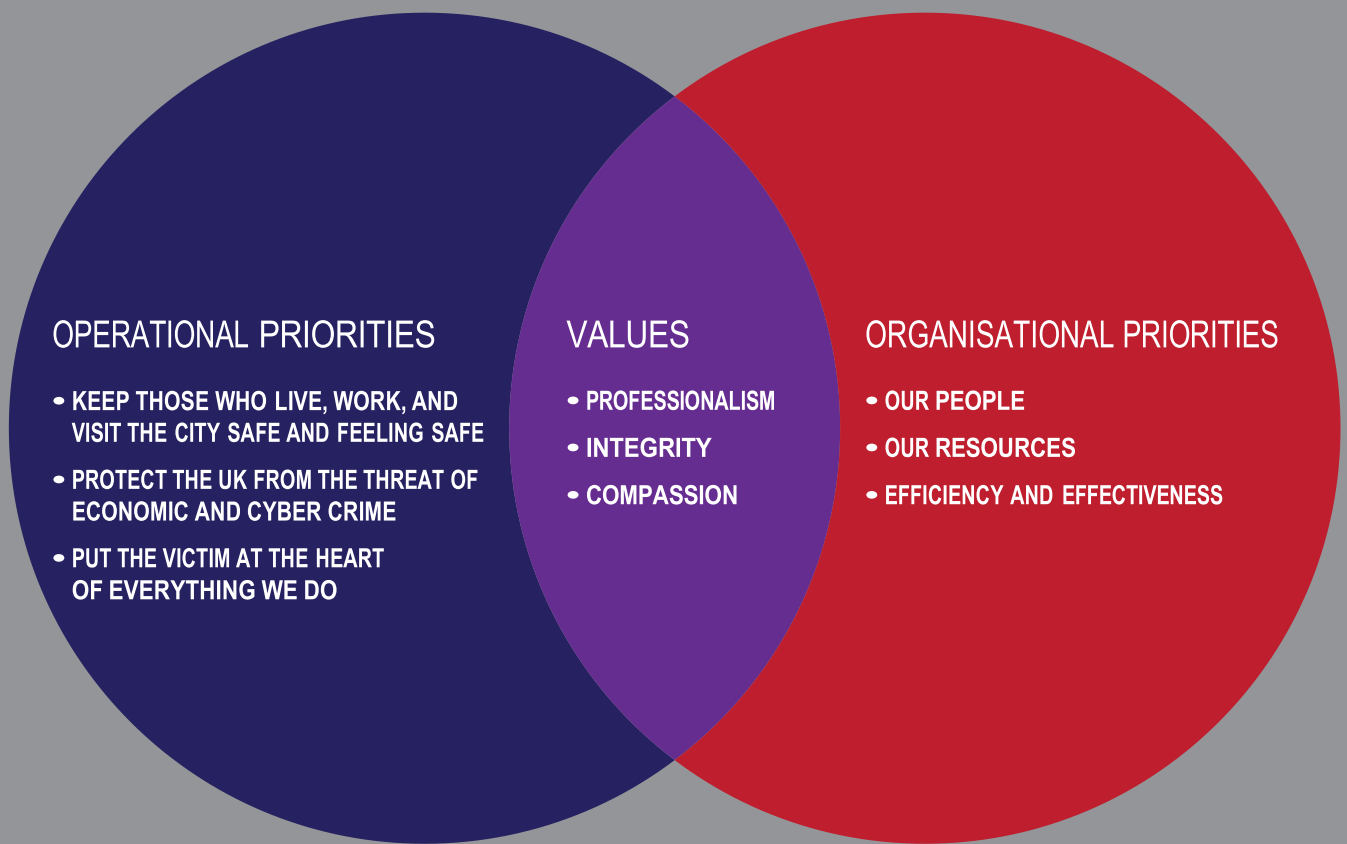
- Violence Against Women and Girls
- Terrorism
- Serious Organised Crime
- National Cyber Event
- Child Sexual Abuse
- Public Disorder
- Civil Emergencies

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

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 CYBER CRIME

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 neighbourhoods 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's 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. Encouragingly, we have seen a decline in the reporting of anti-social behaviour over the past year. A growing area of concern remains the spike in retail crime as seen nationally. In response we are continuing to provide prevention advice across our business platforms and also increasing the number of high-visibility foot and cycle patrols.

We have now launched a new community feedback platform, which will provide a digital pathway to hear the views of victims of crime, residents, workers and visitors to the City. The platform will be used to inform how we adjust our policing service to respond to the needs of our communities, and will help inform our regular community updates and the action we take to address issues raised. Additionally, our new Neighbourhood Newsletter is aimed at residents and businesses and provides a detailed update on community engagement initiatives which have taken place and those planned for the next month.

Low overall crime levels in the City make it one of the safest places in

the country. We continue to see significant rises in the footfall across our leisure and hospitality offerings, particularly during 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.

We have been working with students from the University of East London to build trust and confidence with a diverse range of young adults from different backgrounds and varied experience of police interactions. The meetings provide an additional level of scrutiny for incidents involving stop search and use of force.

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 capabilities develop in line with the changing nature of protests.

Robbery is an offence the City of London Police take very seriously. Every offence is investigated. Our aim is to maintain supportive and consistent contact with every victim and to bring offenders to justice. Patterns of robberies and burglaries are linked and where opportunities arise targeted operations are launched.

Personal thefts are a crime which affect huge numbers of ordinary people and city workers. Whilst investigations are progressed it is not always possible to trace suspects of every theft but victim service is key and the force is working towards improving victim contact and feedback.



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 Partnership and Prevention hub. 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.

MENTAL HEALTH AND SUICIDE PREVENTION

Mental health and suicide prevention is a thematic focus which is led by the Partnership and Prevention Hub within Neighbourhood Policing.

The City of London Police works collaboratively with the Mental Health Street Triage (MHST) team. Our officers attend mental health calls with MHST to ensure that patients get the care they need, while also ensuring that officers can quickly be relieved when the help required is medical rather than criminal.

We are working with partners from the NHS, City of London Corporation and other London police services to adopt the 'Right Care Right Person' policy that is being rolled out nationally. The bridge watch scheme run by the Ascension Trust continues with volunteers helping those in mental health crisis who are contemplating suicide, particularly around our bridges.

OPERATION SOTERIA

We are working hard to improve outcomes for victims of rape and sexual offences. We have restructured our Public Protection Unit to incorporate a dedicated rape and serious sexual offences team in line with Operation Soteria Bluestone where emphasis will be placed on:

- Suspect focused investigations
- Disruption of repeat suspects
- A procedural justice approach to engage with victims
- Enhanced learning, development and wellbeing of officers
- Strategic use of police data
- Enhanced digital forensics.

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 cyber crime, 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 programme sees the services of Action Fraud, National Fraud Intelligence Bureau and National Economic Crime Victim Care Unit presently under transformation through a formal programme of work.

We have implemented a new process to enhance efficiency, prioritization of resources and focus. This will see us firstly attend to the most vulnerable to ensure safeguarding, and then focus on the solvable cases as a priority. We are improving the service through a new target operating model, resourcing, capability and technology. This will maximise the new processes and technology, increase resourcing and enhance the full range of skill sets needed to optimize our performance.

The transformation ultimately aims to via the new service and enhanced technology, intelligence-led, data analysis to:

- Help protect businesses and the public from deception, and block funds transferring to criminal entities.
- Bring more criminals to justice.
- Disrupt organised crime.

The full new service roll out of the FCCRAS transformation will occur in 2024.

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 and Cyber Crime Academy 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 improve the recruitment, onboarding, upskilling and retention of specialist investigators and staff into the economic crime sphere for policing and wider law enforcement 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. In May 2023, government launched its national Fraud Strategy. Aligned to this, we developed a 5 year National Policing Strategy for Fraud, Economic and Cyber Crime, launched in November. This strategy has identified three key cross cutting objectives across the portfolios which will improve the policing response and provides policing partners with deliverable actions to achieve this. We will continue to strengthen and align these portfolios and develop a joint capability strategy across 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 Home Office National Fraud Strategy objectives, deliver and coordinate national pursue and protect campaigns against high harm threats and encourage greater prioritisation of fraud across policing.

The national Fraud Strategy will see increased pursue and protect capabilities across City of London Police and regional organised crime units over the next three years. We continue to coordinate the growth and expansion of regional and national resources in policing directed towards proactive intelligence led activity in response to fraud and economic crime. City of London Police has been key in the delivery of the new resources under the National Fraud Squad, and jointly lead this new resource with the National Economic Crime Centre.

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 held our third National Strategic Economic Crime Briefing to all forces chief officers and PCC to increase awareness, prioritisation and accountability and continue to visit police forces to support and share good practice.

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.

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 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 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 portfolios 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. We are continuing to see the replacement and upgrade of computer systems used across policing, 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 across 2024/25.

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. This year, we have also launched the National Policing Strategy for Fraud, Economic and cyber Crime and this includes within its national objectives to improve the policing response to money laundering and increase assets denied to criminals. This is also measured by a national performance framework that will allow policing to deliver against objectives and targets set by the Home Office under the Economic Crime Plan v2.

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 by City of London Police through the National Business Crime Centre (NBCC) which delivers business engagement across a wide range of disciplines. The depth of knowledge, business insight and breadth of contacts across business, government and policing, has seen the NBCC establish itself as the national business engagement lead.

The breadth of advice and guidance on the NBCC website continues to grow reinforcing its status as the default location for both business and police when tackling business crime.

The NBCC has introduced a number of national initiatives to support businesses including Safer Business Action Days, which is a joint approach by police, business, private security, Business Crime Reduction Partnerships and Business Improvement Districts working in partnership to focus resources into designated location to create a significant impact to reduce crime. The Safer Business Action Day concept has received formal recognition from the sector in the form of two awards. The concept was extended to Safer Business Action Week for the national week of action in October, coordinated by the NBCC which saw activity from police forces across the country to target business crime.

Recognising the Business Improvement Districts within the City, the NBCC has carried out a review of the Business Crime Reduction Partnership national standards and is working with a range of partners to implement the report's recommendations to encourage greater engagement with Business Improvement Districts. The standards provide a nationally recognised accreditation scheme 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 to how we support victims of crime, ensuring they receive the best available service. This will be regularly scrutinised by the Police Authority Board.

The establishment of our Community Feedback Platform is one of our new mechanisms of regular surveying of victims to understand our impact and provide opportunities for learning and service improvement. This tool will also be used to understand victim feedback in real time, enabling us to implement improvements quicker and improve victim experience. We will ensure all officers and staff are trained in and applying the Victim Code of Practice.

We are continuing to work with the City of London Corporation to develop our Victim Strategy which will help coordinate and drive improvements in this important area.

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 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. The launch of our pilot attention deficit hyperactivity disorder (ADHD) screening in custody also helps to support our goal to address re-offending by signposting detainees to support agencies.

We will scrutinise our local criminal justice performance data with the CPS, ensuring that victims of crime receive a professional and timely service. We will continue to work to the national plan for digital casefile implementation, using platforms shared by criminal justice partners to improve casefile quality and outcomes for victims. We will continue to work with our partner organisations in custody, recognising this provides an opportunity to deter people away from reoffending. We are able to signpost detainees to over 200 organisations and charities and they can access a confidential listening service whilst in custody provided through our partnership with The Samaritans.

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. The 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.

Recruitment, Retention & Uplift

Our commitment to creating a service which truly reflects the community it serves is reflected in recent recruitment initiatives under the police uplift programme, but we know we need to do more. We will continue to provide targeted support to people from under-represented groups throughout the recruitment process and probation period. With support from our Disability Enabling Network, we are changing the way we conduct our promotion processes to ensure reasonable adjustments are applied, using trained officers to assess request and recommend support. Our working group on retention and exiting continues to explore the future use of retention interviews and learning from best practice of policing and private sector partners.

Police Race Action Plan

Our local Race Action Plan was launched in November 2023. Our Positive Action Leadership Scheme supports officers and staff from under-represented groups to develop laterally and through promotion. This has been complemented by our sponsorship programme for ethnic minority officers and staff, reinforcing our commitment to a more diverse and inclusive leadership team.

We are committed to becoming an anti-racist organisation that black people can trust. Our plan demonstrates our zero-tolerance stance on racism and determination to make further progress in collaboration with all staff networks and associations, especially the Black Police Association .

Together, we will work towards creating an environment that promotes trust and inclusivity, acknowledging that while progress has been made, much more work is needed. Creating a culture of inclusive leadership is a crucial focus for us more generally. We have refreshed our core leadership programme and management development programme for supervisors and first-line managers. This is aligned to our promotion framework and performance development process, where leaders are required to demonstrate their contribution to equity, diversity and inclusion.

Our inclusivity programme was highlighted by the College of Policing as an example of innovative practice.

This programme takes a modernised approach to diversity training. All officers and staff are able to choose from a selection of different inputs every 6 months aimed at improving awareness and understanding of topical issues, encouraging participants to reflect on the significance of creating an inclusive culture. Delivered with blended learning in mind, they ensure that different learning styles are taken into account, as well as considering accessibility for all. We are one of the first police services to deliver active bystander training as part of this programme, equipping officers and staff with tools to identify inappropriate behaviours and the confidence to call them out.

Complementing the inclusivity programme will be a series of proactive audits of team which looks at the conduct and culture. The results of the cultural audit will provide managers with an understanding of underlying issues and tools to address these. They will also give the force an understanding of risk areas or emerging themes needing closer attention and action.



This year we publish a new Equity, Diversity and Inclusion Strategy (2024-2027) which also outlines our aim to be the most inclusive police service in the country.

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 have recently formed a Youth IASG to afford a valuable insight into the views and experiences of young people regarding policing.

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

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

AN ORGANISATION THAT LEARNS FROM EXPERIENCE AND CONSTANTLY STRIVES TO IMPROVE

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

We will actively capture learning and embed appropriate reform from policing events and failures, such as recommendations from the Operation Hotton report, Baroness Casey Review and Child Q report.

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. This year, as part of the establishment of our new data lab, we will ensure that new data infrastructure and technology is in place to improve our understanding of current and future demand to meet the needs of all our communities.

We will improve data quality, security, accessibility and availability to improve outcomes for the public. We will continue to improve the data literacy of our workforce, and 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

To note: Financial chapter is a placeholder awaiting reconciliation in Feb 2024.

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

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

INSPECTION, AUDIT & IMPROVEMENT

To ensure we continue to deliver policing services at the expected level, we are inspected by His Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS). This is an independent body that inspects all police forces across England and Wales, which, as part of the process, delivers strategic inspection reports that make recommendations and identify areas for improvement.

These inspections include standalone thematic inspections commissioned by government and the Police Efficiency, Effectiveness, and Legitimacy (PEEL) inspection process.

The most recent PEEL inspection from 2021 assessed City of London Police as having five areas of good/adequate practice and five areas that require improvement.

Making these improvements is a priority for City of London Police. We are working closely with HMICFRS on this and have enhanced our internal governance to provide clear leadership and accountability.

We were particularly pleased to receive a good grades for how our people are engaging with and treating the public with fairness and respect, and how we respond to the public. The report also recognised some of our innovative practice including preventative activity to reduce violence against women and girls, prosecutions of domestic violence where victims do not engage, and implementation of the police uplift programme and officer retention.

All of our strategic inspection and audit reports are reported to our Police Authority Board, which retains oversight on the implementation of recommendations and areas for improvement. The result of all these programmes is to continually drive improvement in all aspects of services to ensure we deliver an efficient and effective police service.

PERFORMANCE MEASURES

POLICING PLAN PRIORITY	MEASURE
Keep those who live, work, and visit the city safe and feeling safe	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 Protect the UK from the threat of economic and cyber crime	City of London Police positive outcome rate is higher than the national average (charge, caution, community resolution)
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
Put the victim at the heart of everything we do	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
Our people	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 resources	Financial outturn is within 1% of forecast (bi-annual measure)
Our resources	Staff agree they are well equipped to do their job (annual measure)
Efficiency and effectiveness	The public feel safe
Efficiency and effectiveness	The public have confidence in City of London Police

SECTION 03

DELIVERING THE PLAN

PRIORITY CHANGE PROJECTS

The City of London Police is delivering a series of projects across our operational and organisational capabilities to improve the service we deliver to our communities. We will use innovative approaches and technological advances to make our processes more efficient and effective, delivering a better service to the public by releasing officer and staff time to focus on enhanced and increased visibility in our local area.

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



OPERATIONAL PROJECTS:

Secure City, ongoing to 2026 and beyond.

Fraud and Cyber Crime Reporting Service, ongoing to end of 2024.

Cyber Crime programme, 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.

National Enabling Programme, ongoing to 2026.

Enhanced data and analytics programme, ongoing to mid 2024.

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.justiceinspectors.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

 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 5
Anti-terrorist hotline **0800 789 321**



Committee(s): Police Authority Board – For decision Court of Common Council – For information	Dated: 7 February 2024 6 March 2024
Subject: City of London Police – Policing Plan annual refresh 24-25	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Keeping the public 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 14-24	For decision
Report author: Emma Cunnington, Head of Strategy & Planning	

Summary

The Policing Plan 2022 – 2025 requires an annual refresh to ensure that the content both reflects our key achievements for 2023-2024 and also horizon scans for future threats and opportunities for policing, making it relevant for 2024-2025. The purpose of this refresh is therefore to adjust content for relevancy rather than to provide significant material changes.

It follows feedback from internal consultation, as well as presentation to Members of Strategic Planning and Performance Committee (SPPC) on the 13th November 2023, Members of Police Authority Board (PAB) at a workshop on the 13th December 2023 and Members of the Court of Common Council at a specific briefing on the 11th January 2024. All Member feedback provided at these Committees and briefings has been considered and actioned as appropriate. This is the final version for approval subject to the single placeholder area below being available and included.

The refreshed Plan will be officially published on the CoLP Website on 1 April 2024, after it has been presented to the Court of Common Council on the 6 March by the PAB Chair.

For ease, please find below placeholder area outstanding:

P.32: Efficient and Effective Service: Financial information will be reconciled in February 2024, providing a pie chart breakdown for 2023-24.

Recommendation

Members of PAB are asked to approve the annual refresh of the CoLP Policing Plan 2022-25 for the year 2024-25

Appendices: Appendix 1 – CoLP Policing Plan 2024-25

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Committee(s): Police Authority Board	Dated: 7 February 2024
Subject: Vision Zero Plan 2023 – 2028	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Outcome 1: People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts, Interim Executive Director Environment	For decision
Report author: Simon Bradbury, Strategic Transport Officer, Environment Department	

Summary

At the November 2023 Police Authority Board, Members expressed their concern that the actions contained within the Vision Zero Plan were not fully funded. The following paper provides reassurance to Members on the proposed approach to funding the non-policing capital actions contained within the Plan. There is no additional funding required for delivery of the City of London Police related actions.

The Vision Zero Plan was approved by the Planning & Transportation Committee in November 2023. Members of the Police Authority Board are now asked to approve the the policing elements of the Plan, following the extra reassurances given in this paper.

The Plan is a strategic document setting out the approach to delivering the City Coporation’s objectives on road danger reduction. If adopted, funding will be sought to deliver the infrastructure related actions through the usual capital bid process for the City Corporation. The ambitions that the Vision Zero plan contains will support the process of bidding for funding. Actions in the plan that do not require capital funding will be delivered from existing budgets, with no additional funding required.

The table in Appendix 1 sets out further information on the delivery of the eight headline actions contained in the Vision Zero Plan, including cost and resource required for delivery, along with the funding source and delivery period.

Recommendation

Members are asked to approve the Vision Zero Plan 2023 – 2028 (see background papers) following the additional reassurances provided through this paper.

Background

1. At the November 2023 Police Authority Board, Members were critical that the Plan makes ambitions for delivery of capital programmes without having the committed funding in place. There are significant elements of the plan that are already funded. For those elements that are not, there is a clear plan in place to bid for the necessary capital funding in line with the usual processes.
2. This report provides detail on funding for the non-policing elements of the plan, and included in the background papers to this report is the November 2023 report and full Vision Zero plan, that Members are asked to approve.
3. The Vision Zero Plan was approved by the Planning & Transportation Committee in November 2023.
4. The Plan is a strategic document setting out the approach to delivering the City Corporations objectives on road danger reduction. If adopted, funding will be sought to deliver the infrastructure related actions throughout the period of the plan to 2028 and beyond. This will be done through the usual capital bid process for the City Corporation. If funded, schemes will go into the Transport Strategy Delivery Plan.
5. The ambitions that the Vision Zero plan contains will support the process of bidding for funding, with Member support for a strategic plan the necessary pre-cursor to funding approval at the Planning & Transportation, Resource Allocation Sub-Committee (RASC) and Policy & Resources Committee.
6. The table included at the end of the Vision Zero Plan and included again Appendix 1 with further detail, sets out additional information on the delivery of the eight headline actions contained in the Vision Zero Plan. This includes cost and resource required for delivery, along with the funding source and delivery period.
7. The eight actions in the Plan and table are the headline actions under the five Safe System themes (plus one additional overarching action), that represent new or significantly expanded activity for the City Corporation and partners. The supporting continuation actions under the Safe System themes will be resourced through existing project and programme budgets.
8. The following sections contain further information on the different City Corporation funding sources and the approach to obtaining necessary budget to deliver the actions in the Plan.

City of London Police Funding

9. To reconfirm, the actions contained in this plan that relate to the City of London Police will not require any additional funding. Police Officer time for engagement and enforcement activity could be met through existing available Police resources.
10. The Plan does not seek to recommend Police tactics or how Police colleagues will fulfill their duties, rather it outlines the existing work of the Police that is hoped to continue to the extent allowed for through future funding levels, which contributes to the success of the Plan.

City Corporation Revenue Funding

Environment Department officer time

11. The City Corporation has a statutory duty to deliver improvements that prevent road traffic collisions. The 1988 Road Traffic Act, Section 39, puts a duty on the local authority to undertake studies into road traffic collisions, and to take steps both to reduce and prevent them.
12. Officer time refers to Environment Department Officers working on road danger reduction and behaviour change activities through the normal course of their work. This officer time is already committed and is funded through local risk staff salary revenue budgets where it cannot be capitalised to specific relevant engineering projects.

Transport for London Local Implementation Plan (LIP) Funding

13. The Mayor of London and Transport for London (TfL) provide Local Implementation Plan (LIP) funding to the City Corporation, along with all other London Boroughs each year. The funding is for schemes to improve the City's transport network in a way that is consistent with and supports the Mayor of London's Transport Strategy. These schemes are detailed in the City Corporation's LIP, a three-year outline programme that is reviewed annually, and a detailed one-year programme that is approved annually for the following financial year.
14. An indicative allocation for each year is already known as TfL advises the City Corporation of this for the 3 year period of the LIP.
15. This funding is sufficient to support revenue costs, some research and some small scale works on-street. LIP funding for the City Corporation is sufficient to support some Vision Zero engineering feasibility, and also the behaviour change and training interventions included within Safe Behaviours.

City Corporation Capital Funding

16. Bids for capital funding from the On-Street Parking Reserve (OSPR) and Community Infrastructure Levy (CIL) will be made through the quarterly Corporate Priorities Board process. If approved this will then require approval by Resource Allocation Sub Committee (RASC) and Policy and Resources (P&R) Committee. Another option will be to make a bid through the annual

capital bids process, which again is subject to the Member approval as above. Bids will be made for a programme made up of a number of junction improvements or for individual schemes, depending on the outcome of feasibility work.

On-Street Parking Reserve (OSPR) and Community Infrastructure Levy (CIL)

17. The OSPR within City Corporation funds is ring-fenced to cover highway maintenance and improvement schemes and public realm improvements.
18. Major street improvement schemes will often deliver against multiple priorities and transport outcomes given the nature of changes involved. CIL funds are expected to deliver public infrastructure improvements, linked to the impact of development and the priorities of the City Corporation, including Vision Zero.
19. CIL and OSPR funding will be bid for in Q1 2024/25 to enable the commencement of feasibility work for the 'priority junctions' outlined in the Safe Streets theme.
20. The programme of priority junctions is the action in the Vision Zero Plan requiring the single largest sum of funding, with an estimated delivery budget of £20-50m for the entire programme. This amount will be subject to capital funding bids over the period of the plan to 2028 and beyond. The commitment in the plan is to develop feasibility proposals for all junction locations within the lifetime of the plan to 2028 and this will then be used to prioritise improvements. There is no commitment to deliver the junction improvements in that timeframe.
21. The programme is based upon a sophisticated approach to the identification and prioritisation of junctions identified for remedial action. The approach is based upon analysis of serious injury clusters in the City since January 2018, which are ranked and prioritised by potential for treatment and risk reduction and so value for money.
22. The first bids to enable delivery of the priority junctions will be made from Q4 24/25 following the completion of feasibility work. The programme will take several years to deliver and will be the subject of multiple funding bids for projects and schemes that make up the programme. Spend will also be phased over several years.

Other Funding

Section 278 (S278) Funding

23. S278 highway schemes, which are fully developer funded, will be expected to deliver safety improvements where appropriate, potentially including priority junction schemes. This has the potential to reduce the amount of OSPR or CIL funding required.
24. We will identify those S278 schemes in the City which can support improvements on the priority junction list. Developer funded schemes are located at a number of the priority junction locations, including London Wall/Moorgate, Fetter Lane and Fleet Street/Bouverie Street.

Section 106 funding

25. Where there is a development that is located nearby to one of the priority junctions and there is the opportunity to secure further Section 106 funding this may be available to help fund improvements.

Additional TfL funding

26. Additional TfL Local Implementation Plan (LIP) funding, released through a bidding process, may be available to fund capital schemes in the City. This could be applied to delivery of a number of the minor schemes within the Safe Streets theme of the Plan.
27. There may also be opportunities to bid for other additional funding sources available from Transport for London in future.

Corporate & Strategic Implications

Strategic implications

28. The Vision Zero Plan supports the delivery of Corporate Plan outcomes 1, 2, 3, and 12.
29. The City Corporation's Transport Strategy includes the ambition to deliver Vision Zero, and the Vision Zero Plan will help in delivering the casualty reduction targets set within the Strategy.
30. Delivery of the Vision Zero Plan will mitigate departmental risk ENV-CO-TR 001 – Road Safety.

Financial / resource implications

31. Most transport projects already include measures to reduce road danger, and so some of the actions set out in the plan can be delivered through existing workstreams. From the annual TfL LIP funding, it is recommended that an initial £300-400k of revenue funding over the 5 year plan period will be required to deliver these outcomes and therefore will be allocated from anticipated funding.
32. However, given the much-reduced funding now available from TfL to the City Corporation, and the scale of work required to deliver the Safe Streets element, a further £3-4m of additional funding will be required to scope feasibility and initial design work on the priority junctions. This will be the subject of future bids. This initial funding will allow us to develop accurate cost estimates for these projects and prioritise delivery to inform future specific project capital bids.
33. The additional funding required has been discussed with but not yet agreed by the Chamberlain as this relates to the wider review of CIL and OSPR funding that has recently finished. Capital funding proposals for the delivery of the Vision Zero Plan will be included as part of future submissions for consideration by the Corporate Priorities Board, Resource Allocation Sub Committee and Policy & Resources Committee. Funding will be sought to deliver the Plan's actions throughout the period of the plan to 2028 and

beyond, with delivery of the junction improvements taking place over a longer period of time.

34. We are proposing adopting the Vision Zero Plan in advance of additional capital funding being agreed so that any funding bids are informed by policy proposals and to avoid delaying the delivery of other elements of the Plan.
35. Smaller scale interventions, strategic measures and behaviour change campaigns will be funded through local risk, officer time and annual Local Implementation Plan (LIP) funding, with an assumed amount based on indicative allocations from TfL allocated in the delivery section of the plan.
36. The actions contained in this plan that relate to the City Police will not require any additional funding. Police officer time for engagement and enforcement activity will be met through existing available resources.

Legal implications

37. The City Corporation has a statutory duty to deliver improvements that prevent road traffic collisions. The 1988 Road Traffic Act, Section 39, puts a duty on the local authority to undertake studies into road traffic collisions, and to take steps both to reduce and prevent them.
38. The pertinent wording from the Act is:
Each local authority must prepare and carry out a programme of measures designed to promote road safety and may make contributions towards the cost of measures for promoting road safety taken by other authorities or bodies.
39. The City Corporation also has a statutory duty under s16 of the Traffic Management Act 2004 to manage the road network (as far as reasonably practicable) to ensure the expeditious movement of traffic on the authority's road network, as well as the road networks of other authorities.
40. In meeting these and other statutory obligations, every authority must seek to balance these requirements alongside their other policies, objectives & priorities.

Equalities Implications

41. A Test of Relevance for an Equalities Impact Assessment (EqIA) has been completed for the Vision Zero Plan. It concluded that there were no negative impacts on people with protected characteristics, and that the impacts of the Vision Zero Plan and its actions were only positive.

Climate implications

42. Delivery of some of the actions in the Vision Zero Plan support the objectives of the City Corporation's Climate Action Strategy to reduce the use of motor vehicles and enable more walking and cycling.

Security implications

43. None

Conclusion

44. This report seeks to provide further reassurance to Members of the Police Authority Board that the Vision Zero Plan has considered the approach to capital funding.
45. Members are reminded that the City of London Police actions contained within the Plan are fully funded, and subject to resource levels available to the Police.
46. The report makes clear, there are significant elements of the plan that are already funded, from Transport for London LIP funding and developer contributions (Section 278).
47. For the elements of the Plan that do not already have secured funding in place, there is a clear strategy in place to bid for the necessary funding through the City Corporation's capital funding bid process. These funding applications will be phased over the period of the plan and beyond, with the commitment in the plan for feasibility proposals by 2028, not delivery of the junction improvement schemes.
48. We will ensure that any publicity or promotion of the Vision Zero plan publication will make it clear that it remains subject to funding and approvals in the usual way over the long term.
49. Further detail of the headline actions and funding are contained within a table in Appendix 1 of this report.
50. The Vision Zero Plan is included within background papers of this report and members asked to approve the Plan for publication.

Appendices

- Appendix 1 - Table of Funding and Delivery Programme of Vision Zero Plan Headline Actions

Background Papers

[Vision Zero Plan Committee Paper and appendices – November 2023 Police Authority Board](#)

Simon Bradbury

Strategic Transport Officer
Environment Department

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Appendix 1 Table of Funding and Delivery Programme of Vision Zero Plan Headline Actions

ACTION NUMBER	ACTION	ACTION THEME	ADDITIONAL COST AND RESOURCE	FUNDING SOURCE	DELIVERY PERIOD					
					2024	2025	2026	2027	2028	2029+
1.	Make road danger reduction central to the design and delivery of all initiatives	Overarching	Action will not require additional budget	n/a						
2.	Deliver a programme of junction improvement schemes at priority locations	Safe Streets	£2-3m for feasibility design	On-Street Parking Reserve (OSPR) and TfL Local Implementation Plan (LIP) Funding						
			£20-50m for design and delivery	Community Infrastructure Levy (CIL), S278 developer funding and OSPR						
3.	Promote and encourage compliance with speed limits in the City	Safe Speeds	c.£100k, plus delivered through existing project budgets, and Environment Department officer time	TfL LIP Funding CIL and OSPR City Corporation						
4.	Take a risk-based approach to improving the design, maintenance and operation of vehicles that travel on the City's streets	Safe Vehicles	Environment Department Officer time	City Corporation						
5.	Deliver behaviour change and training interventions, with a focus on improving the riding and driving behaviour of those that pose the greatest risk	Safe Behaviours	c.£35k per annum, plus Environment Department officer time	TfL LIP Funding City Corporation						
6.	Improve the investigation of collisions	Post Collision	c.£40k plus Environment Department officer time	TfL LIP Funding City Corporation						
7.	Improve support for those that suffer the most from the effects of fatal and serious collisions	Post Collision	Environment Department Officer time	City Corporation						
8.	Develop further monitoring, evaluation, and data improvements	Post Collision	Environment Department Officer time	City Corporation						

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Committee(s): Police Authority Board – For Discussion	Dated: 07/02/24
Subject: Parliamentary Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,5,6,7
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Remembrancer	For Discussion
Report author: William Stark, Remembrancer’s	

Summary

This report updates members on recent legislative developments regarding economic crime and policing, including the Online Safety Act and Economic Crime and Corporate Transparency Act receiving Royal Assent, and the introduction of a number of Bills relevant to policing in the King’s Speech in November 2023.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

1. The conclusion of the 2022/23 parliamentary session saw two key pieces of legislation in the fight against economic crime receive Royal Assent; the Online Safety Act and the Economic Crime and Corporate Transparency Act.

Online Safety Act

2. The passage of the Online Safety Act was the culmination of an extended legislative process, building on the Online Harms White Paper of April 2019 and a draft version of the Bill subjected to pre-legislative scrutiny in 2021. The Bill was first introduced in Parliament in March 2022 and was the subject of a separate report to this Committee in July 2022. The Act seeks to tackle a wide range of online harms, however the City’s main interest in the Act lies in its provisions to tackle online fraud.

3. As passed, the Act will require online platforms which host user generated content and search engines to remove illegal content quickly or prevent it from appearing in the first place, including certain “priority” offences including fraud and financial crime. The largest platforms (known as “Category 1”) will also be required to prevent paid-for fraudulent adverts appearing on their services.
4. Outside of economic crime, there are duties for platforms to prevent children from accessing harmful and age-inappropriate content. In relation to adult protections, Category 1 services will be required to facilitate a so-called “triple shield”. Platforms will need to remove all illegal content, remove content that is banned by their own terms and conditions, and empower adult internet users with tools so that they can tailor the type of content they see and can avoid potentially harmful content if they do not want to see it on their feeds. It also creates a number of offences, including criminalising assisting or encouraging self-harm online.
5. As noted in the July 2022 report, in consultation with the Chair extensive engagement was undertaken to ensure the Bill (as it was) included provisions to tackle economic crime which were originally absent, including ensuring paid-for advertising was in the scope of the Bill and that online fraud was included as “priority harm” (meaning online platforms would have to take proactive steps to remove fraudulent content).
6. While the Bill went through many revisions and was subject to intense scrutiny throughout its passage, the provisions relating to economic crime, once inserted, were generally uncontroversial. The Bill’s provisions on protecting users from “legal but harmful” material dominated political discussion. With fraudulent content being illegal, measures to tackle it did not generate a great deal of debate. Debate also focused on protecting freedom of speech and ensuring the Bill went far enough to protect children from harmful material such as content encouraging suicide.
7. The Act sits alongside the Online Fraud Charter, a voluntary agreement between the government and the technology sector to reduce fraud on their platforms and services. Assistant Commissioner Nik Adams attended the signing of the charter, and FCCRAS team are working with signatories regarding how the new service can work with them to assist them to identify where offenders are using their platforms to target victims.

Economic Crime and Corporate Transparency Act

8. Introduced to Parliament in response to Russia’s invasion of Ukraine, the Economic Crime and Corporate Transparency Act also received Royal Assent prior to the King’s Speech. The Act introduces reforms to Companies House to tackle fraudulent companies, a new ‘failure to prevent fraud’ offence for large business, reforms to prevent the abuse of limited partnerships, additional powers to seize and recover suspected criminal cryptoassets, as well as measures to address strategic lawsuits against public participation (SLAPPs).
9. During the Bill’s passage through the House of Commons, Assistant Commissioner Nik Adams gave evidence to the Public Bill Committee alongside representatives of the NPCC and SFO on the Bill’s provisions and the wider fight against economic

crime. Adams set out the City Police's support for the Bill and how provisions reforming Companies House can best support policing.

10. As the Bill entered the House of Lords, supportive messaging was shared with Peers regarding the introduction of a "failure to prevent" economic crime offence for businesses to the Bill, which was not included at introduction. In consultation with the Chair, briefing was issued supporting a wider duty of care for businesses to protect consumers from fraud. Subsequently, the Government introduced amendments to add a "failure to prevent" economic crime offence to the Bill, however this was limited to large businesses. Despite numerous attempts by the Lords to expand the offence to businesses of all sizes, this was blocked by the government in the Commons.
11. Regarding the Act's provisions on SLAPPs, the City Police are working with the Home Office on the drafting of guidance for policing to effectively utilise this new legislation in the pursuit and prosecution of offenders.

King's Speech 2023

12. Turning to the current parliamentary session, the King's Speech included a number of Bills with relevance to the City of London Police. New Bills announced included the Criminal Justice Bill, Investigatory Powers (Amendment) Bill and Terrorism (Protection of Premises) Bill. At the time of writing, the Criminal Justice Bill and Investigatory Powers (Amendment) Bill have been introduced, with the carried-over Victims and Prisoners Bill also making progress.

Criminal Justice Bill

13. The Bill proposes a range of new powers for the police, including the confiscation of bladed articles on private property, expanding powers to drug test more suspects and create a new targeted power for the police to enter premises to search for and seize stolen goods. The Bill also creates new offences criminalising the taking of intimate images without consent, introduces a duty of candour for policing and gives chief officers of police the right to appeal the result of misconduct boards to the Police Appeals Tribunal. The Bill also contains provisions which will replace the Vagrancy Act 1824.
14. With specific application to economic crime, the Bill will prohibit the possession and supply of SIM farms (defined as devices that can make calls and texts and hold more than 4 SIM cards at one time) that have no legitimate purpose. The City Police are very supportive of this measure and have undertaken several operations where SIM farms have been used to conduct scams. The Bill will also extend powers for law enforcement to suspend domain names and IP addresses used for fraudulent purposes. New powers to strip convicted criminals of the proceeds of crime will see the Government work with the financial sector to use the money in accounts suspended on suspicion of crime to fund projects tackling economic crime, similar to other funding initiatives used by the National Lead Force under the OLAF (European Anti-Fraud Office) programme.

15. Provisions in this Bill relating to economic crime are welcome, and supportive messaging will be integrated into economic crime briefing materials. Wider impacts for policing have been flagged with City Police colleagues. The Bill is currently at Committee Stage in House of Commons, its first house.

Investigatory Powers (Amendment) Bill

16. The Bill makes changes to the 2016 Investigatory Powers Act which provides a framework for the use of investigatory powers by the security and intelligence agencies, law enforcement and other public authorities. The Bill proposes changes including:

- a. creating a new condition for the use of internet connection records to aid 'target detection'
- b. introducing an alternative, less stringent regulatory regime for the retention and examination of bulk personal datasets where individuals have little or no expectation of privacy (such as publicly available online telephone directories)
- c. a new notification requirement which can be issued to selected telecommunications operators requiring them to inform the government of proposed changes to their products or services that could negatively impact the current ability of agencies to lawfully access data.

17. As a technical Bill, no engagement is suggested, in line with the approach taken during the passage of the Investigatory Powers Act in 2016. The has been flagged to City Police colleagues should the changes to powers be of interest. The Bill was considered at Report in House of Lords (its first House) on 23 January.

Victims and Prisoners Bill

18. The Bill, which was carried over from the previous session, places the key principles of the Victims' Code in primary legislation. The code sets out the minimum level of service victims can expect from criminal justice agencies. The Bill would also place duties on criminal justice bodies to raise awareness of the Code and to collect and review information on their compliance with it. Police and Crime Commissioners (PCCs) would also be given a corresponding duty to monitor compliance of criminal justice agencies within their police force area. The Bill also gives the Justice Secretary powers to appoint public advocates to support bereaved families and victims of major incidents, as well as making reforms to the parole system and Parole Board proceedings. The Bill is at Committee Stage in the House of Lords, its second House.

19. The Bill's focus on victims is welcome, however during progress on the Bill in the previous session, concerns were raised about how the Bill will impact the City Police as the national lead for Fraud and Action Fraud. The potential impact of the Bill risks being disproportionately much larger as the City Police will initially be the police force with which UK wide fraud victims make first contact via Action Fraud. Under the Bill, responsibility for those victims will fall to the City Police regardless of the victims' geographical location. Engagement is underway to obtain reassurances from the Government that that provisions in clause 2 allowing for the restriction of application, or making different provision for different areas or for

persons with different functions, are capable of being used to make special provision for the City of London Police as regards its national role in relation to the victims of fraud. Separately, officers are engaging with the MoJ to ensure technical definitions of the City Corporation in the Bill are consistent and capture only the Corporation's local government functions.

Terrorism (Protection of Premises) Bill

20. The Bill, which has not yet been introduced, was considered in draft form in the previous session. Better known as “Martyn’s Law” after a victim of the Manchester Arena bombings, the Bill seeks to improve protective security and organisational preparedness across the UK by mandating, for the first time, those responsible for certain premises and events to consider the terrorist risk and how they would respond to an attack. A draft version of the Bill underwent pre-legislative scrutiny in the previous session, where stakeholders expressed concerns about a disproportionate impact the Bill could have on small venues which could not comply with the Bill’s requirements.
21. During pre-legislative scrutiny, officers engaged extensively regarding the impact the draft legislation could have on the Corporation’s venues. Whilst police forces were not referenced in the draft Bill, there are clearly wider implications with respect to the City Police’s planning for terrorist incidents.

Other Parliamentary Developments

22. The Home Affairs Committee has launched an inquiry into fraud. In September, Service Delivery Director Chris Bell and DCS Matthew Bradford gave evidence to the committee in a private preliminary hearing ahead of the formal launch of the inquiry. Upon launch, a joint City of London Police/Police Authority written response was submitted to the Committee’s call for evidence. City of London Police representatives will give public oral evidence to the committee on 28th February. The Remembrancer’s Office is liaising with City Police and Police Authority colleagues regarding the preparation of briefing material.
23. A member of the Home Affairs Committee, Simon Fell, has been appointed the Prime Minister’s Anti-Fraud Champion, succeeding Anthony Browne who was made a Minister in the November 2023 government reshuffle. At the time of writing, Fell is due to join the Security Minister, Tom Tugendhat, on a visit to the City Police on 23 January.

Conclusion

24. The passage of the Online Safety Act and Economic Crime and Corporate Transparency Act is welcome legislative progress in the fight against economic crime. While the legislative agenda for the final parliamentary session before the general election does not have such an acute focus on economic crime, it remains a key subject of interest for parliamentarians and the Home Affairs Committee. Bills focusing on wider policing are being monitored for impacts on the City of London Police. Further updates on legislative developments will be brought to the Committee as required. All Bills referenced above will also be included in the

Remembrancer's Office's regular updates to the Communications and Corporate Affairs sub-committee, and in the weekly Parliamentary Brief summary distributed to members.

Appendices

None

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Committee(s): Police Authority Board	Dated: 7 February 2024
Subject: National Business Crime Portfolio- Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1- People are safe and feel safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police Pol 13-24	For Discussion
Report author: Supt Patrick Holdaway, National Business Crime Portfolio	

Summary

The City of London Police (CoLP) has held the responsibility for the National Police Chief’s Council (NPCC) Business Crime Portfolio since January 2020. Assistant Commissioner Paul Betts is the NPCC lead, and the National Business Crime Centre (NBCC) falls under his portfolio.

In September 2023, C/Supt. Alex Goss from North Wales Police was appointed as the NPCC lead for retail crime to recognise the particular challenges that sector faces; the NBCC will support C/Supt. Goss with the portfolio.

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

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

The purpose of this report is to provide Members with an update of the work of the NBCC since its last update in October 2023.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The City of London Police (CoLP) has held the responsibility for the National Police Chief's Council (NPCC) Business Crime Portfolio since January 2020. Under the portfolio, the National Business Crime Centre (NBCC) was launched in October 2017. The National Business Crime Centre (NBCC) represents UK policing when engaging with business
2. The NBCC update was last provided to Members at the October 2023 Police Authority Board.

Current Position

3. In November, the Retail Crime Action Plan (RCAP) was published by the NPCC¹. The NBCC played a major role in its development and continues to support the NPCC lead, C/Supt Alex Goss, with the embedding and monitoring of the plan across forces. This work will include providing data to present to the policing minister at the National Retail Crime Steering Group on the 1st February 2024.
4. One area that has created a lot of interest is police attendance at incidents of shop theft involving violence and incidents where the store has detained a shoplifter. A recent audit of shop theft in CoLP showed that police attendance to these incidents is 100%.
5. A key element of the RCAP is that police follow all reasonable lines of enquiry, often this involves the retailer being able to share CCTV electronically with police so as to progress with the investigation. For some retailers this is a challenge as they have not invested in the right technology. The NBCC are chairing a series of national meetings with the police and retailers so as to identify any barriers and share best practice.
6. The National Week of Action to support businesses, known as the Safer Business Action Week, took place on the week of the 9th October 2023. Updates from forces showed that over 300 arrests took place as part of the week with thousands of officers engaged across forces to support businesses. The Safer Business Action Week is now a permanent feature in the NPCC calendar with plans already being drafted for October 2024.
7. Conscious of the appetite to support businesses the NBCC are now leading on a Safer Business Action Month in March 24. Chief Constables were written to in December with a request that all forces conduct at least one Safer Business Action Day during the month of March 2024. At the time of writing 40 police forces have committed to supporting the initiative with the objective to get all forces taking part.

¹ [Retail Crime Action Plan - October 2023.pdf \(nbcc.police.uk\)](#)

8. Several forces have already conducted Safer Business Action Days as part of their week of action and they have proven to be an effective and popular activity to engage with retailers to tackle offenders, protect businesses and increase business confidence in policing. The Safer Business Action Day concept is also recognised as best practice by the College of Policing and is included in their Practice Bank.
9. By spreading the activity over a month it allows police forces, retailers and private security companies to plan their resources so as to support the initiative over various locations. The timing of the activity also supports the run up the PCC elections in May, therefore creating additional interest and opportunities for engagement.
10. In the last paper mention was made of Operation Portum, the NBCC's safe spaces scheme aimed at the retail sector. Interest continues to grow, and the scheme now includes just short of 11,000 retail locations with another national retailer shortly to join. As well as retail, focus is now on hotels and restaurants as well as security companies who provide security services in public areas.

Conclusion

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

Contact:

Patrick Holdaway

Superintendent

Business Crime Lead

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Agenda Item 13

Committee(s): Police Authority Board	Dated: 7 February 2024
Subject: City of London Police Wellbeing Overview	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 15-24	For Discussion
Report author: Nik Adams, T/Assistant Commissioner & Detective Chief Constable Tone De- Wilde	

Summary

The Police Authority Director attended the City of London Police People Board meeting at which a presentation was given to attendees on City of London Wellbeing. The PA Director considered this would be of interest to Members.

It was agreed with the Police Authority that an update on what CoLP is doing in respect of Wellbeing would be presented at the February Police Authority Board.

Recommendation(s)

Members are asked to note the report.

Appendices

- Appendix- Power point presentation

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City of London Police

Wellbeing Overview

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



- **Wellbeing** – a national priority since 2019 when Oscar Kilo became the National Police Wellbeing Service (NPWS)
NPWS aims to help forces bring the best wellbeing services to their people.
- All forces are obligated to focus on wellbeing and are assessed against the HMICFRS PEEL inspection framework.

- **Purpose** is to promote improvements in policing and keep everyone safe.
- Inspections make recommendations and monitor progress against them.
- They report on the **effectiveness, efficiency and legitimacy** of all Police Forces.



How the key components translate

Policing uses productivity & performance as indicators of being **effective and efficient**.



Those areas are dependent on us providing the skills, training, equipment and support (**Wellbeing**) our people need to deliver to the best of their ability.

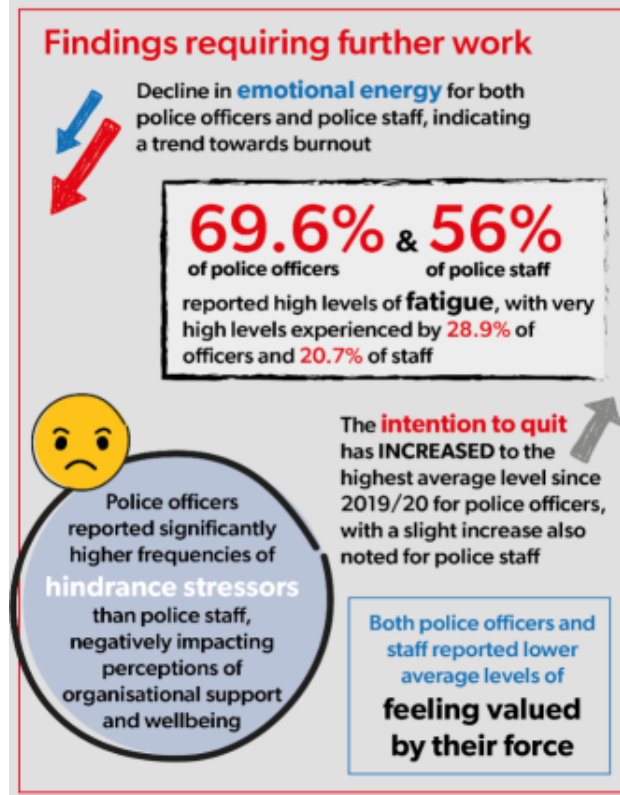


Delivering those areas is essential to securing/improving **Public Trust & Confidence** (**legitimacy**).



Positives

- Decreased symptoms of depression
- Confidence in job skills (effectiveness)
- Moderately high levels of resilience
- Decreased symptoms of anxiety



Key headlines from deeper analysis

- Forces seeing improvements have prioritised wellbeing.
- Some forces have created full time posts/teams to demonstrate commitment to wellbeing and drive dedicated workstreams.
- Most forces are allocating dedicated budgets to improve wellbeing.



Wellbeing in CoLP - focusing on the most recent PEEL inspection period



- In the last HMICFRS PEEL inspection, the question re wellbeing was under the heading “**Developing a positive workplace**”. **CoLP achieved a score of Adequate’ in this area.**
- An extract from the summary of the report captures how wellbeing is perceived across the force.
wellbeing is a priority but undermined by high vacancies and workloads. Staff using OH or getting a referral found it hard to access. There is a recommendation to improve access to support”.

- +42% increase in demand on their services
- Top 3 sickness area
 - Mental Health (MH)
 - Gastrointestinal
 - Muscular skeletal
- Short term sickness - MH is significantly higher than any other category of sickness.
- Long term sickness – both MH and muscular skeletal are both dominant categories.



HMICFRS - PEEL inspection 2023/25



- The next round of PEEL (2023-25) sets out 12 core questions, one of which focuses on wellbeing: *“How good is the force at building, developing and looking after its workforce and encouraging an ethical, lawful and inclusive workplace?”*
- CoLP aims to secure a ‘good’ or ‘outstanding’ judgement against this key area by revitalising our collective efforts across wellbeing, focusing on our vision to build a framework that is *“shaped by our people, enabled & supported by our leaders”*.



Outstanding	Outstanding - Substantially exceeds the characteristics of good performance.
Good	Good - Demonstrates substantially all the characteristics of good.
Adequate	Adequate - The force has demonstrated some of the characteristics of good performance, but we have identified areas where the force should make improvements.
Requires Improvement	Requires Improvement - The force has demonstrated few, if any, of the characteristics of good performance and we have identified a substantial number of areas where the force needs to make improvements.
Inadequate	Inadequate - We have concerns and have made recommendations.



The framework to achieve the ambition – Top Down & Ground Up

Our aims and objectives will come from 2 main areas:

(Top Down) Force Obligation - Every Police Force has an obligation to support its staff. The CoLP strategic wellbeing aspect will align to 3 key areas:

1. CoLP Policing Plan including PAB expectations
 2. National Police Wellbeing Service (Oscar Kilo) objectives and priorities
- Statutory obligations (as advised by OH)



(Ground up) via the Health & Wellbeing Network, aligned to existing Staff Support Networks/Associations (SSN/A) – SSN/A's exist to represent groups throughout the force and the Health & Wellbeing Network is represented in that network. Newly formed Practitioner Wellbeing Groups (PWG) will expand the reach into every business area across the force, capturing wellbeing ideas and issues for us to understand and address.



Top Down - National Police Wellbeing Service (NPWS) (Oscar Kilo)

1 Absence Management

2 Creating The Environment

3 Leadership

4 Mental Health

5 Occupational Health

6 Personal Resilience

7 Protecting The Workforce

Blue Light Wellbeing Framework City of London Police



- The NPWS promotes the use of their Blue Light Wellbeing Framework (BLWF), which covers 7 categories, each of them linked to areas of strategic importance, including the Code of Ethics, Professional Standards, Leadership, OH and HR.
- Focusing on this framework will allow us to meet our 'top down' obligations.
- Each module is broken down into between 11 and 19 questions geared towards improving wellbeing in those specified areas.



Ground Up – building culture



Our approach is to **continuously spotlight** wellbeing to drive cultural change where CoLP becomes known and celebrated for its wellbeing approach.

Examples include regular wellbeing themed updates on CityNet, participating in national wellbeing projects, advertising wellbeing themed events and offers.

Focusing on what matters to our people, such as revised benefits page, supporting 'The Pantry', wellbeing and financially themed focus on sessions requested in the survey.

Page 11 of 18



Upcoming events & training

9 Nov 2023

Structured interview training course: November 2023

Overview: A structured interview is for occupational health staff to clarify potential problems and identify suitable interventions such as counselling or further referral, or in some cases, signposting to information...

[Read more →](#)

15 Nov 2023 - 17 Nov 2023

Wellbeing of investigators week of action

Do you work within an investigative role? Join the national wellbeing week of action, commencing on the 13 November 2023, to explore a host of issues that impact investigator wellbeing...

[Read more →](#)

23 Nov 2023

Breast health and bra support webinar

This webinar will help disseminate key information included in breast health educational resources now available on the Oscar Kilo website. This will include information on breast anatomy, problems with breasts...

[Read more →](#)

6 Dec 2023

Counsellors and psychologists in policing working group meeting: December 2023

Attendance is by invite only. You must be a qualified practitioner currently working in force. This meeting will take place via Teams.

[Read more →](#)



14 Dec 2023

Structured interview training course: December 2023



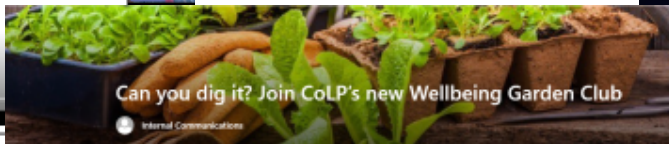
31 Dec 2023

Supervisor wellbeing training (9am to 12pm): Oct-Dec 2023



31 Dec 2023

Supervisor wellbeing training (1pm to 4pm): Oct-Dec 2023

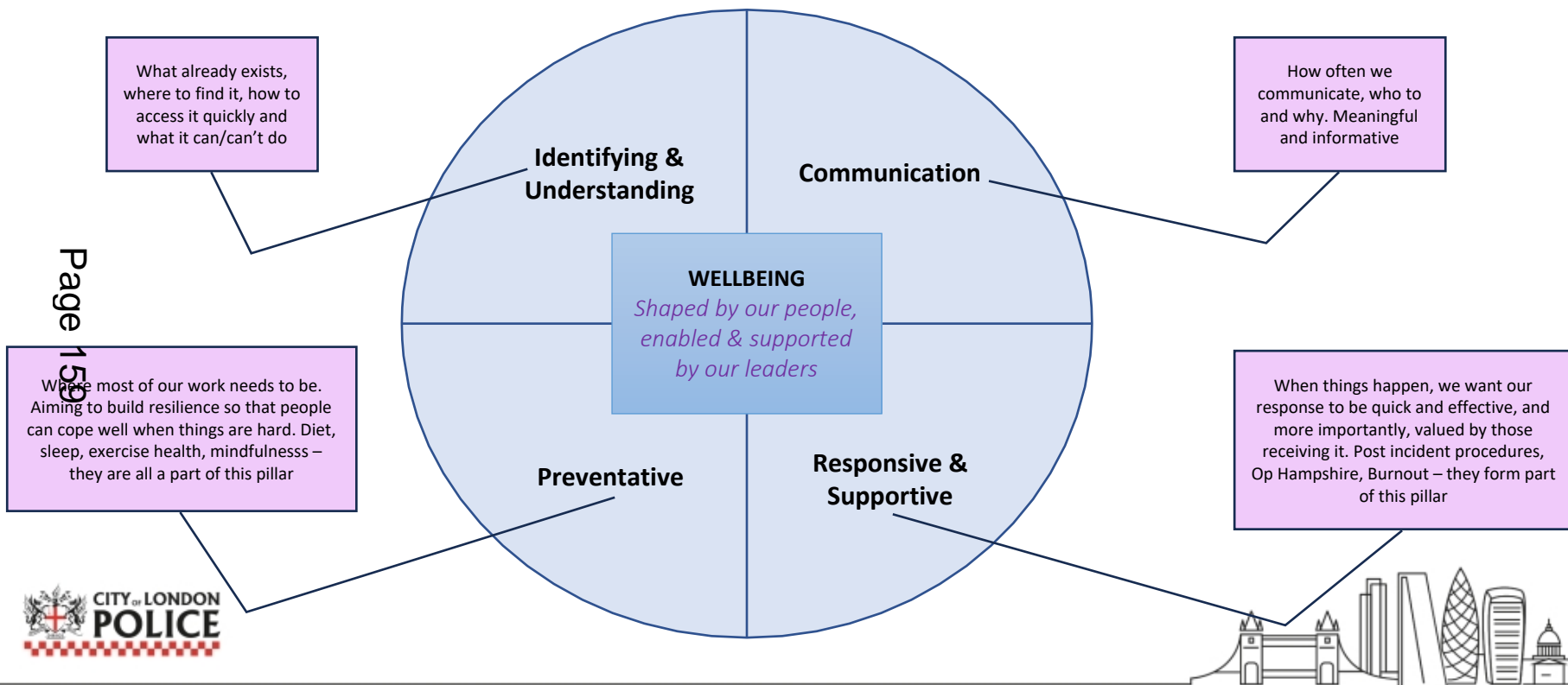


Operation Hampshire: training support

Internal Communications

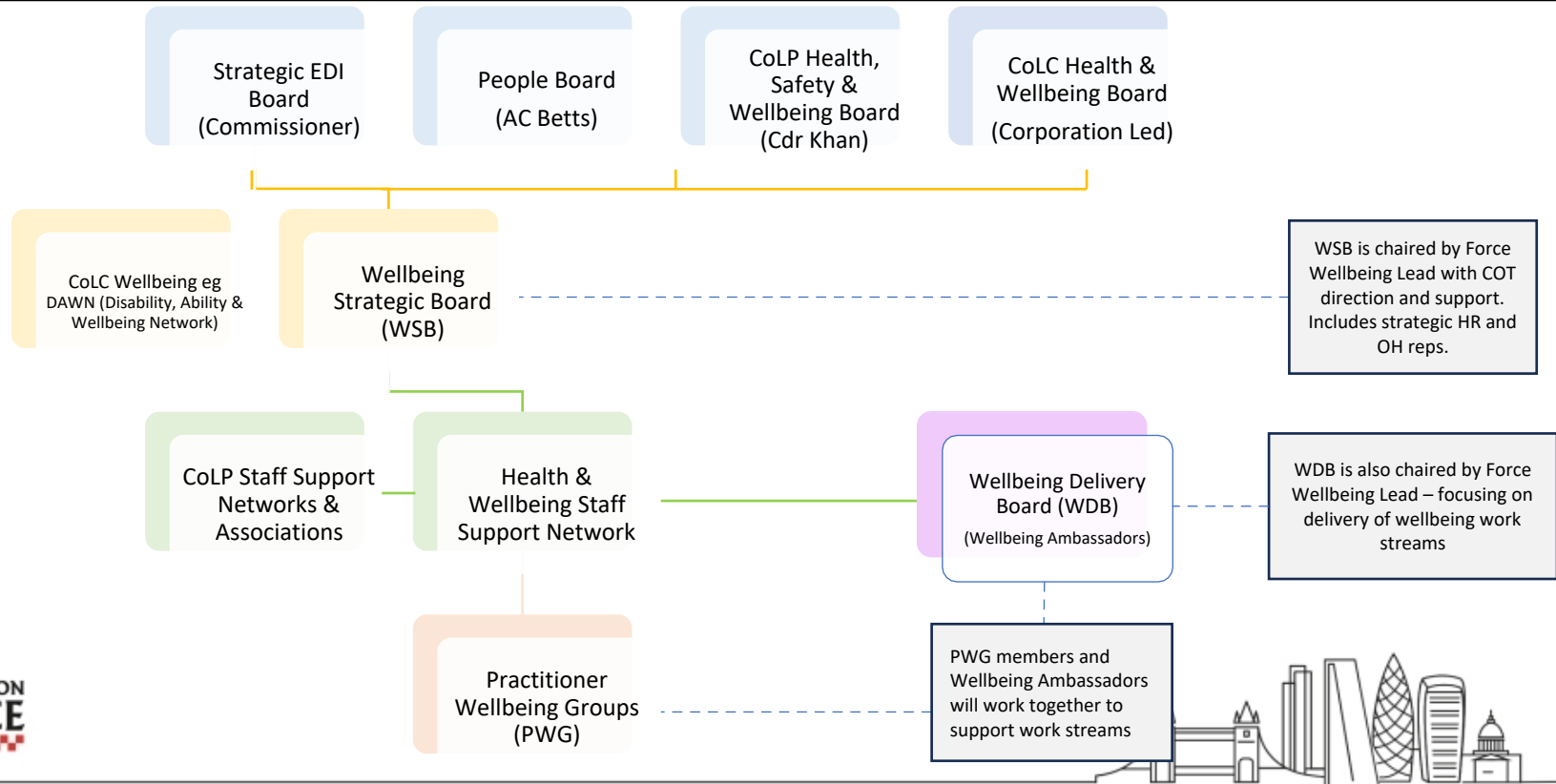
A new Operation Hampshire training package, announced by the National Police Wellbeing Service, is [now live on the College of Policing - College Learning Site](#). The website also offers a repository of helpful information for everyone involved in an assault, ensuring maximum support for victims as well as clear and practical advice for those involved in subsequent investigations.

The delivery part of our framework will concentrate on 4 areas



Wellbeing Governance

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Progress to date

- Established monthly rhythm and tempo with the strategic and delivery boards both in place.
- Governance and accountability in place.
- Agreed on the strategic 'top down' approach.
- Prioritised ground up areas to explore
- Strategic reps secured for statutory areas of OH and HR (crucial to HMICFRS)
- 40 wellbeing ambassadors
- Broken ambassadors into teams and assigned tasks to support top down and ground up work streams

Well-being



How Wellbeing Ambassadors are driving the workstreams

- Ambassadors are divided into 7 teams
 - 1 person is nominated as team leader for the top down and another for ground up
 - Tasks have been assigned to support reviewing our compliance against the 7 pillars of the BLWF
 - Ideas and other operational things that matter to our people have also been split across teams for ambassadors to explore
 - Relatively flexible timescales have been set with support in place to account for this being in addition to people's normal roles
- The aim is small steady gains and improvements

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Team 1	Blue Light Wellbeing Framework						
Team 2	Absence Management (Team 1)	Creating the Environment (Team 2)	Leadership (Team 3)	Mental Health (Team 4)	Occupational Health (Team 5)	Personal Resilience (Team 6)	Protecting the Workforce (Team 7)
Team 3							
Team 4	+						
Team 5	Ideas, suggestions, external offers (cultural – the things that matter to our people)						
Team 6	3x mixed tasks - offers of external support, helping review force SOPs, supporting force initiatives, developing wellbeing initiatives						
Team 7							

Top 3 areas of focus

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Strategic (top down)

1. Embedding framework & governance
2. Understand risk and gap analysis
3. Set data driven objectives to deliver improvements

Cultural (ground up)

1. Establish PWG's
2. Mobilise force wide ideas/suggestions
3. Revitalise existing support



Thank you - Questions

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Committee(s): Digital Services Committee Police Authority Board	Dated: 17/01/2024 07/02/2024
Subject: Future Network Strategy	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	9, 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£8.3m
What is the source of Funding?	Capital Bid 2024/25
Has this Funding Source been agreed with the Chamberlain's Department?	Y (part approved £4.3m)
Report of: Caroline Al-Beyerty, Chamberlain	For Decision
Report author: Tara Crombie, Chamberlain's	

Summary

The City of London Corporation has a requirement to update its existing network capability and to provide a common approach to networking across the City Corporation, City of London Police and Institutional Departments. The current network solution was implemented in 2017 and is complex and inefficient, relying on several vendors and technologies. Network coverage is unreliable in some areas, which presents a suboptimal user experience, and maintenance and support is costly.

The Future Network Strategy proposes a move to a Secure Access Service Edge (SASE) solution, which will provide an efficient and simplified network that will enable the organisation to adapt to modern technologies. The approach will reduce complexity and ongoing costs and provide a more secure and reliable experience for users.

Recommendation

- Members are asked to approve the Future Network Strategy for a SASE solution, which will enable Commercial engagement with a supplier to help implement the solution.

Main Report

Background

1. The current City of London Corporation and City of London Police network was implemented in 2017 based on a traditional Local Area Network (LAN) and Wide Area Network (WAN) approach using Multiprotocol Labelling Switch (MPLS) technology. Whilst this technology is still fully supported, the Network Hardware is approaching end of life and the requirements of the organisation have evolved to a point where there is no longer a cohesive approach across the organisation. The current network approach has limited flexibility and is dependent on multiple external suppliers, which has led to even more complexity and a disjointed and inefficient service.
2. The current infrastructure of copper or fibre cabling is old and has limitations in supporting the current workforce and ways of working.

Current Position

3. The Digital, Information and Technology Service (DITS) have submitted a Capital Bid for 2024/25 for £8.3m, which will fund the replacement of the existing LAN and WAN across the City of London Corporation and City of London Police. The relevant Gateway Papers will be submitted to Digital Services Committee, Police Authority Board and Court of Common Council for the release of this funding in 2024/25.
4. The contract for City of London Corporation's current Network Support Provider, ROC Technologies, is due to expire in January 2025, with no further options to extend. DITS will be going to market for a new agreement with a Network Support Provider in early 2024/25 to implement and support a new Network approach for the City of London Corporation and City of London Police. This will include existing buildings and new buildings within the Future Police Estates Programme (FPEP).
5. To inform the procurement of the new Network Support Provider, FPEP, in consultation with DITS, are proposing a Future Network Strategy which is intended to outline the new approach to the connectivity requirements of existing and new buildings across the City of London Corporation, City of London Police and potentially Institutional Departments in the future.

Options

6. The Programme Team, in conjunction with Commercial Services undertook a soft market testing exercise in September 2023. The exercise included 19 suppliers to gain insight into the current market and direction of the industry and asked them to provide recommendations on the approach. Most suppliers recommended a move to a SASE solution, and the strategy has been adapted in line with this recommendation.

Proposals

7. The Future Network Strategy proposes to adopt the following key design principles:
 - The use of standardised technology to enable a modern and holistic approach to networking and security.
 - Combined network and security in a cloud-based architecture, simplifying the network and reducing complexity and operational costs.
 - Fast and secure access for remote and on-premise users.
 - Ability to respond to an organisation's growth and the evolving nature of work by being adaptable and scalable.
 - Support any user, from anywhere, using any device, via any connection, to any application.
8. Secure Access Service Edge (SASE) is the proposed technological approach for the Future Network Strategy, combining network and security services into a unified cloud-based architecture. This is intended to reduce complexity and operational costs, as well as being highly scalable and adaptable. SASE adopts a zero-trust security model which verifies the identity and security posture of every user and device, providing a granular, context-based access control. Further detail is provided in Appendix 2, the Future Network Strategy.

Key Data

9. The existing City of London Corporation and City of London Police Networks cover 237 separate sites including:
 - 120 COL locations;
 - 17 COLP locations;
 - 100 Secure City CCTV sites.
10. The costs for the current Network over a 5-year period are approximately £11.5m, which includes LAN and WAN infrastructure, hardware, and support.
11. The existing network is supported by 14 vendors, encompassing infrastructure, hardware, and support.
12. 19 vendors were engaged in the Soft Market Testing Exercise.

Corporate & Strategic Implications

Strategic implications – Stable, Secure and Supported Network Connectivity is essential for the future operations of the City of London Corporation and City of London Police.

Financial implications – A Capital Bid of £8.3m was submitted through the priorities board "New bids" Process in 2024/25 to fund the implementation of the Future Network Strategy. As part of this process £4.25m was approved and will be included in the Capital Programme for 24/25. The balance of c£4m will require further approval. At present it should be noted

there are no plans for new Capital bids in 25/26 so there may be a need for re-prioritisation or re-allocation of funds within the Capital programme.

Resource implications – The implementation of the Future Network Strategy will be delivered by the Future Network Programme Team, which will consist of permanent staff and additional resource funded by the Programme budget.

Legal implications – The Future Network Strategy will require the procurement of a new Network Support Provider, which will be supported by Commercial Services and Comptroller and City Solicitor's.

Risk implications – The Future Network Strategy will be managed as part of a wider Programme of work, with all risks and issues managed accordingly.

Equalities implications – None.

Climate implications – The Future Network Strategy seeks to reduce the use of Network hardware across the City of London Estate, reducing demands for energy consumption and cooling needs.

Security implications – The Future Network Strategy recognises the complex requirements across the City of London Corporation and City of London Police with regards to Network security and resilience.

Conclusion

13. The City of London Corporation and City of London Police networks were implemented in 2017 and the network approach now needs to modernise and simplify to meet the evolving needs of COL and COLP. Following engagement with the market the recommendation is to implement a SASE based solution to provide a more efficient and cost-effective network offering, as outlined in Appendix 1, the Future Network Strategy

Appendices

- Appendix 1 – Col Colp Future Network Strategy

Tara Crombie

Head of Project Delivery, DITS, Chamberlains

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Future IT Network Strategy

October 2023

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1) Executive summary

This document is intended to provide a strategic vision of the future of the City of London and City of London Police (CoL/P) network delivery. It is a high-level plan to achieve multiple goals for a high-performance, world-class environment for CoL/P for the next 10 years.

As a strategy, it does not focus on the low-level detailing of every single use case for a network or the technical implementation, nor does it attempt to provide a detailed timeline for implementation and scheduling. Both outputs will come from the next phases including business analysis and requirements gathering, technical designs in HLD/LLD format and detailed project planning.

The objective is to ensure a centralised set of objectives and key pillars on which to make future decisions on network services across the estate ensuring a common delivery method and reduced ongoing management costs.

The scope encompasses both LAN and WAN services including (but not limited to) on premise cabled networking, Wi-Fi, Internet provision, VPN's and cloud connectivity.

Delivering the new network across CoL/P will provide a blueprint to evolve over time, extending to include other networks within the CoL/P estate, such as Barbican, schools, public areas, and City Bridge Foundation.

This strategy is written as an overarching organisation vision and roadmap for a holistic and common approach for networking across the City of London and its institutions.

This approach to a common blueprint (or set of blueprints defined by use cases) is intended to provide a future proof platform with longevity for modern technology but also a simplified network approach which will increase resilience and reduce ongoing management costs.

The final section of this document outlines key recommendations and decisions on which to base future network decisions and procurements.

2) Introduction

As technology advances, so does the need for a more robust and efficient network infrastructure.

It is worth pausing to think back just 4 short years ago when members, officers, staff and police officers were using outdated technology that failed to work at the most critical of times on the street, during Committee Meetings and across our offices and police stations.

- The Lenovo laptops ran Windows 7, were slow to boot up, took days to build and were well past end of life.
- Police officers relied on Panasonic Toughbook's which were clunky, made every day more difficult for the officers and did not work well in the field.
- The vast majority of officers did not have mobile smartphones with biometric logins for data entry and retrieval in seconds rather than hours.
- Officers and members mobile devices were not managed, and our data was spread across many disparate devices which presented a large risk to the organisation.
- The Corporation and City of London Police's network relied on a hybrid mix of aging hardware, including firewalls, which were not up to the job for mass migration of data to cloud, or for people working from home.
- The server estate contained a large amount of legacy operating systems and technical data all hosted in an expensive third-party datacentre and presenting huge cyber security risk to the organisation.
- There was no capability to make a video call.
- The force internet was incredibly slow being provided by a 20Mbps provision on the PSN for Policing network.
- There was no national Security Operations Centre (SOC) monitoring the entire estate.

Fast forward to 2023 and all the above have been addressed. From starting to look at a refreshed estate in 2019 and having to accelerate this in 2020 due to the Covid Pandemic, the organisation's change programme included new laptops and smartphones, a migration to the Exchange Online, SharePoint, OneDrive and a full datacentre exit with a 'lift and shift' to Azure cloud hosting and connection into the National Management Centre and delivery of the national Policing blueprints.

The City of London Corporation & Police are unrecognisable from just four short years ago in terms of technology adoption and digital transformation.

CoL has shown how forward thinking an authority can be around cloud adoption and delivery.

The level of technology change during this period has exceeded everything else in the previous decade, however it has not been plain-sailing – there have been significant deviations and challenges along the way due to the environment the organisation was operating within, be it financial, operational or outside factors.

Because of this, our network has had to evolve around legacy solutions, contracts, and the demands of the organisation meaning it is now a ‘patchwork quilt’ of technology and contracts across multiple telecommunication providers (telcos) and vendors. The CoL/P network needs a ‘reset’ using standardised technology and an improved service wrapper whilst still retaining carrier diversity for redundancy.

Technology advancement stands still for no person or organisation and to that end, CoL/P need to address the next wave of transformation that will support the Corporation & Future Police Estate and their demands of an IT network.

As officers and staff increase their digital demand and adopt and mature their usage of the technology provided, this further increases the demands on the CoL/P Local and Wide Area Networks (the IT Network).

As an organisation, this is a wholly positive outcome – more demand on the network means the technology that sits on top of the network is being exploited – colleagues and visitors within the City are directly benefiting from the investment made by the City of London Corporation. With the evolution of major programmes such as the world first Secure Cities programme, or an entirely new and more powerful Action Fraud and National Fraud Investigation capability or simply higher utilisation of Microsoft 365, Power Platform and SaaS/Cloud solutions this increased demand will continue as the organisation now has an embedded bias for positive change.

Underpinning the whole network is the service management wrapper. Further into this document it lists the various suppliers and brands that are within the CoL/P networks currently and this presents a challenge for service management and hand-off between vendors. It makes fault resolution longer for the support teams who must navigate multiple helpdesks, technology stacks, admin portals and account managers to resolve any faults. An investment in a future network will reduce downtime, improve user experience and could also reduce overall operating costs.

3) Vision

To provide a modern, future proof, secure estate providing 'state of the art sustainable facilities' for policing within the square mile and the force national portfolio

To achieve this vision, City of London Police have identified the following design principles:

- The core estate will remain within (?) the City of London footprint
- Modern estate that is sustainable for the next 30+ years
- A variety of facilities to provide operational resilience
- Value for money to be demonstrated in developing the estate portfolio
- Phased implementation to maintain operational effectiveness
- Adoption of new working practices to be designed in – flexible / agile working / smart initiatives
- Modern, robust and flexible IT infrastructure
- Multi 'use' shared and open plan facilities will be adopted as widely as possible except for specialist facilities (such as Custody, firearms range, Tactical Firearms Group and 'Joint Contact & Control Room' and forensics)
- Operational vehicles securely located and accessible.

The future network strategy for CoL/P should not only deliver on the vision of the police estate in the next 10 years, but also look to deliver on the 3 key themes adopted by the Digital, Information and Technology Service (DITS):

- Brilliant Basics
- Removing Complexity
- Enabling Transformation.

4) Current IT network

a) Wide area network (WAN)

The current City of London network has evolved over many years from a core BT MPLS and with low bandwidth internet breakouts (or PSN for Policing (PSNfP) connection providing the legacy 20Mbps internet provision) to more recently 100Mbps to 1Gbps internet breakout carrying nearly all outbound traffic from all sites.

The City of London has very little flexibility in this provision and is entirely dependent on BT to provision circuits which can often delay accommodation moves or the introduction of new sites (such as a new school or office building).

Due to this inflexibility, we are also limited to the technology that can be deployed for hard to reach sites or those with low network infrastructure in the ground.

Most sites are entirely dependent on the Guildhall or Bishopsgate/New Street to provide firewall security and internet access which presents a suboptimal experience for today's users and demands.

b) Local area network (LAN)

The City's current LAN provision has evolved over many years and is managed by ROC Technologies. The LAN can be considered the 'in building network' which includes physical network points, Wi-Fi, access and core switching. Depending on the service contract, the LAN could also include the next generation firewall provision.

The City of London operates HPE Aruba technology across the estate and a large proportion of the hardware will become unsupported in the next two years.

Our Wi-Fi access points are considered outdated and the majority offer Wi-Fi 5 or below technology. The current Wi-Fi standard, which offers much greater throughput and density, run Wi-Fi 6e with Wi-Fi 7 being released in early 2024. A proportion of our access points are end of life and will require replacement in early 2024.

Most of the in-building physical infrastructure is connected by aging copper or fibre cabling with a maximum throughput of 1Gbps. These limits are a combination of cable types, optics and constraints on the hardware.

c) Supplier & technology list

The organisation currently utilises the following network 'stack':

Telcos

- BT
- Vodafone
- Virgin Media O2

- Colt

Technology

- Managed/Direct Internet Access (MIA/DIA)
- MPLS
- SD-WAN
- RS1000 secure
- Business Broadband
- Wi-Fi
- 4g/5g
- LECN (SD-WAN)
- Clearpass / MacAuth
- Site to Site VPN
- Point to Site VPN

Vendors

- Fortinet
- Aruba
- Barracuda
- Cisco
- Microsoft

Service management partners

- ROC
- Vodafone
- BT
- Barracuda
- Colt
- Virgin Media o2
- Microsoft
- Agilisys
- Phoenix

The above list is not exhaustive or detailed and is included only to demonstrate the vast landscape and complexity of the current complex network setup.

d) Costs

With complexity, cost and risk is increased.

Costs are increased due to more human effort, more time to provision new additions on the network or to troubleshoot issues and increased hardware costs to bring new services or sites online. Our current network is inflexible to the demands of a wide range of sites and worker styles.

Risk is increased as the end-to-end provision is not fully understood and documentation from vendors has become outdated and inaccurate over time. "This disparate approach allows elements of the NCSC anti-patterns ([Security architecture anti-patterns - NCSC.GOV.UK](https://www.ncsc.gov.uk/anti-patterns)) to manifest in distinct sections of the network.

In the last 7 years CoL/P have undertaken two network programmes – Network Transformation Programme and Secure Zone Programme. Both programmes of work were scoped to deliver the change requirements of the organisation and **achieved their goals at that point time.**

It is important to note that this strategy focuses on the future network and not what was delivered within those programmes of work with the goal of ensuring any network decisions made now are fit for purpose for the vision of the organisation for the future.

The current high-level costs for the City's network are as follows:

ITEM	5 YEAR COST
BT MPLS WAN	£3,572,656.60
ROC MANAGED SERVICE	£4,363,024
HARDWARE	£3,521,580 (anticipated based on qty and pricing from XMA)
TOTAL	£11,457,260.60

e) Scale

The City of London network scale is vast. Our network currently includes approximately:

- 120 City of London Corporation Sites
- 17 City of London Police Sites
- 100 Secure City CCTV Sites
- Total: 237 sites (approx.)

This presents a complex network refresh programme and will dictate a phased set of works which will include LAN services as the first component to be refreshed due to contractual milestones with incumbent suppliers. Thereafter the WAN elements will be swapped out and the incumbent supplier solution reduced over time as we move onto the new platform.

5) Future IT network

a) SASE

Secure Access Service Edge (SASE) is the recommended strategic direction for the City of London's future IT network, offering a modern and comprehensive approach to networking and security. SASE represents a paradigm shift in IT infrastructure for several compelling reasons.

First and foremost, SASE combines network and security services into a unified cloud-based architecture. This consolidation simplifies the network, reducing complexity and operational costs. It replaces the traditional hub-and-spoke network model with a more agile, user-centric approach, optimizing performance and ensuring fast, secure access for remote and on-premise users.

SASE also aligns with the evolving nature of work. With an increasing number of remote and mobile employees, the traditional network perimeter is no longer effective. SASE's zero-trust security model verifies the identity and security posture of every user and device, providing a granular, context-based access control system that adapts to the dynamic needs of your organization.

Furthermore, SASE leverages the power of the cloud, making it highly scalable and adaptable to an organization's growth. This eliminates the need for large upfront investments in infrastructure and allows for a more pay-as-you-go, cost-effective model.

Our SMT concluded that, unanimously, all network hardware vendors and managed service providers believe SASE is the future of enterprise networks and are investing heavily in its future development.

SASE will deliver what has eluded most enterprises in the last 5 to 10 years providing services to:



SASE will deliver the foundations for 'Brilliant Basics' and allow the City to provide a truly world class user experience to colleagues and visitors alike

b) What is SASE?

SASE is a culmination of 5 distinct network and security offerings that have existed in the market for several years to varying levels of maturity. A SASE platform comprises of:

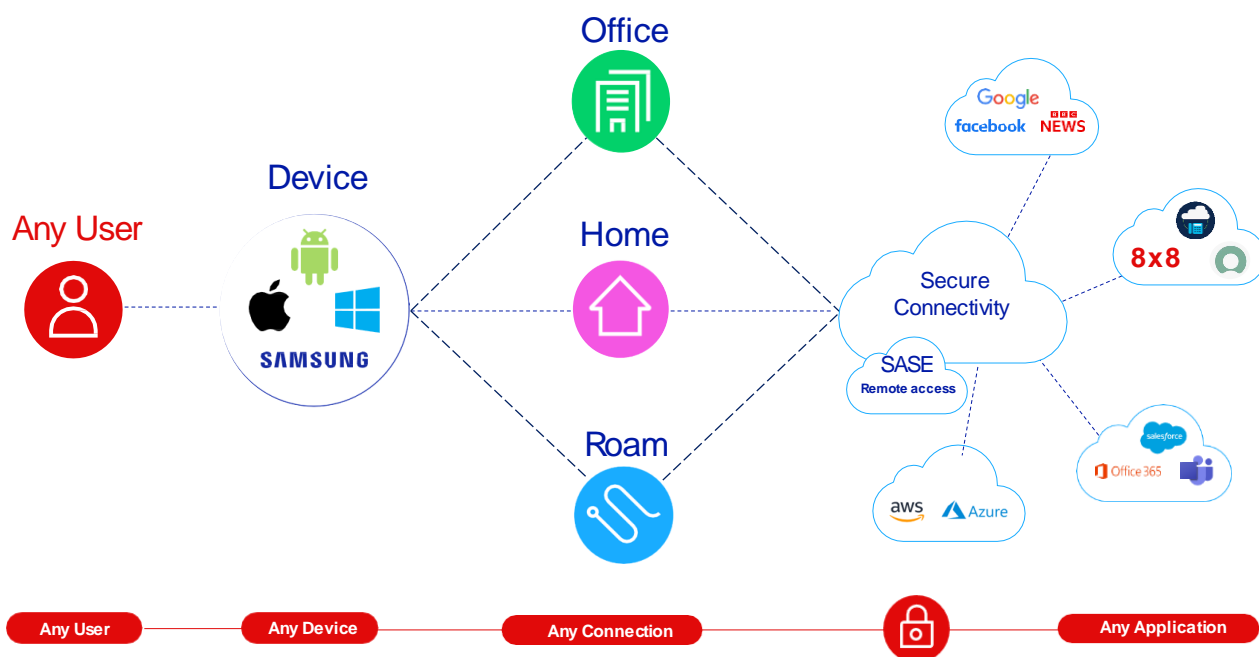
- Zero Trust Network Access (ZTNA)
- ZTNA is a security model that assumes no trust within a network i.e. no device or user on a network can communicate to any other without explicit permission therefore reducing cyber threats
- Software Defined Wide Area Networks (SD-WAN)
- SD-WAN is a technology that optimizes and manages network traffic across geographically dispersed locations using software, enhancing performance, and reducing costs.
- Secure Web Gateways (SWG)
- SWG is a cybersecurity solution that filters and monitors web traffic, ensuring safe and compliant internet access for organizations, protecting against online threats and data breaches.
- Firewall-as-a-Service (FWaaS)
- FWaaS is a cloud-based security solution that provides protective barriers for networks and applications, ensuring data and traffic remain secure from unauthorized access and cyber threats.
- Cloud Access Security Broker (CASB)
- CASB is a cybersecurity tool that helps organizations safeguard their data when using cloud applications by enforcing security policies and monitoring user activity.

Until recently there has never been an easy (and in certain cases even technically possible) way to bring them all together into a holistic platform for management, insights and billing. It has never been possible to have a 'single pane of glass' to our network with many point products that work in isolation.

By 2024 at least 40% of enterprises will have explicit strategies to adopt SASE, up from less than 1% at year-end 2018.

A SASE architecture identifies users and devices, applies policy-based security, and delivers secure access to the appropriate application or data. This approach allows organisations to apply secure access no matter where their users, applications or devices are located. (*Gartner)

c) SASE diagram



d) WAN

The City of London aims to simplify the networking across buildings, cloud and remote workers and the future WAN technology will be based on SD-WAN solutions. SD-WAN can run over any 'raw' internet underlay including internet from enterprise suppliers, business broadband, home broadband, 4g/5g or satellite.

SD-WAN comes in many variants from many different vendors but can be categorised into deployment types which are summarised below.

- **On-Premises SD-WAN:** This type of solution is installed on-site, either as hardware or software and allows the organisation to manage its own WAN locally by way of a hardware-based SD-WAN orchestrator. By way of an example this can be provided by hardware suppliers such as Fortinet and Cisco.
- **Cloud-Managed SD-WAN:** This type of solution is hosted in the cloud and maintained by a third-party provider in the cloud. It offers a simplified deployment process and requires little to no on-site maintenance. Cloud-managed SD-WAN is a popular choice to manage by local teams whilst removing a lot of the management overhead of the SD-WAN orchestration hosting and configuration. By way of an example, this can be provided by a solution such as Meraki.
- **DIY SD-WAN:** This type of solution is designed for organizations that want to build their SD-WAN infrastructure in-house. It requires a high level of technical expertise and resources. By way of an

example, this could be built using open-source technologies that build the underlying VPN's such as OpenStack and Ansible.

- **Managed SD-WAN:** This type of solution is managed by a third-party provider that offers network monitoring, troubleshooting, and support services. Managed SD-WAN is a popular choice for organizations that want to outsource their network management to an experienced provider. The added benefit of this solution is that CoL/P own the SD-WAN solution (which could be any of the above options) but it is managed by a 3rd party. Should contracts come to an end or the vendor/customer relationship breaks down, a new managed service partner could be introduced without replacing the network. The risk to be aware of with this solution is the introduction of a large telco providing the solution that is baked into a proprietary solution owned by them.

The SD-WAN solution we select as part of the SASE platform should be a managed SD-WAN delivered with SASE on a cloud platform.

e) Internet

The internet forms the foundation of the City's future network. Legacy networks are stitched together from a combination of MPLS networks, point to point VPN's and physical hardware firewalls within a building that often become a single point of failure. These firewalls provide the 'pop' out onto the internet for on premise and remote workers. They are also the ingress point for remote workers to access corporate systems. Sites were often connected by private fibre (sometimes called dark fibre) which is expensive and inflexible.

Modern networks are built upon the concept of 'everything over the internet' and this is what will allow simplification of the City's network and to reduce costs.

f) LAN & Wi-Fi

The usage profiles of modern office buildings differ significantly from those of offices five or more years ago. Fixed desks and data points per employee, along with fixed phones and named locations, are a thing of the past. The pandemic has forced the adoption of video calling at scale, and nearly all office workers are now familiar with this technology and expect it to work flawlessly in order to do their daily work.

Moreover, working patterns have changed on an individual and team level. The focus is now on work being something you do, rather than necessarily somewhere you go. A wholesale shift to an agile working format is mandatory, where employees can hot-desk anywhere in any corporate building, along with using public Wi-Fi in lounges, coffee shops, on the train, and at home, as agile working and a modern working environment is now an expectation of the workforce.

There is an opportunity with the adoption of this future network strategy for CoL/P to become a leader in this vision and be more sustainable. Future CoL/P buildings don't need to have fixed data points to every

desk or as miles of structured cabling and vast amounts of networking equipment that generate heat and consume power. Most CoL/P buildings will be fitted with a core network and **high-density Wi-Fi** covering the main building and exterior with only well-defined and specific areas being cabled with copper or fibre connectivity inside the building.

The LAN and Wi-Fi provision should **baseline at Wi-Fi 7** which is due to come to market in 2024 meaning CoL/P will be an early adopter of the very latest Wi-Fi standards. This should vastly improve connectivity from any building to the services users require.

Wi-Fi 7 is poised to redefine the technological landscape, promising an unprecedented leap in connectivity and speed. With its potential to deliver blazing fast speeds of up to 30 Gbps, Wi-Fi 7 will revolutionize the way we interact with the digital world. Its enhanced efficiency and reduced latency will pave the way for seamless integration of advanced technologies like augmented reality (AR), virtual reality (VR), and the Internet of Things (IoT). The improved spectrum utilization and increased bandwidth efficiency will enable smoother data transmission, fostering a more interconnected and dynamic digital ecosystem. Moreover, the heightened security features, including the latest encryption standards, will ensure robust protection against cyber threats, solidifying its position as the cornerstone of secure communication networks.

To ensure we maximise the network performance of all buildings, every core site will have a **full Ekahau Wi-Fi survey** which is regarded as the 'gold standard' of Wi-Fi reporting.

Ongoing, the future operator of the network will be required to maintain a solution that continuously monitors and reports on network throughput at each segment of the network.

For new buildings and campus buildings, **CoL/P will maintain a wired score** (<https://wiredscore.com>) so that colleagues and visitors have constant visibility of a world class user experience for connectivity across our estate.

In conclusion, it is vital for CoL/P to adapt to these changing trends and provide a modern and flexible working environment that meets the needs of its employees, both now and in the future. By embracing new technologies and adopting a sustainable approach to network infrastructure, CoL/P can remain competitive and attract top talent in the industry.

g) Site types

To speed up network deployments, and to simplify the network there will be several predefined 'Site Types' which will describe exactly the network topology that should be deployed to that site.

Some locations are essential to maintain a service to employees, workers and visitors to the City, whilst some sites have a much lower criticality and the users on that site could use a business continuity and disaster recovery (BCDR) plan that dictates they simply move to another local site, or work from home.

By adhering to a site type list, we can ensure that costs are kept as low as possible, whilst delivering a world class service and giving the flexibility to upgrade the site quickly and at little to no cost.

{THIS TABLE NEEDS UPDATING POST APPROVAL OF SITE TYPES}

Site Type	Name	Description
A	Datacentre	This site is a critical network location that could be a physical bricks and mortar datacentre or a main hyperscale cloud hosting facility
B	Campus Main Site	This site is considered a main office or HQ type location that has a critical mass of employees working from within it at a single time. It will contain multiple meeting rooms and AV equipment with complex BMS deployments. There will be a requirement for high density Wi Fi across the entire site.
C	Resilient Business Broadband Site	This site has less than 100 employees regularly working from it and there are no complex specialist equipment installs. It is a basic working office where users require high speed internet and access to CoL/P line of business applications. This site will have a mix of employees who must be physically present on site due to their role and also some employees who are able to work flexibly from other locations or home.
D	Non-Resilient Business Broadband Site	This site has less than 50 employees regularly working from it and there are no complex specialist equipment installs. It is a basic working office where users require high speed internet and access to CoL/P line of business applications. All employees utilising this site must be able to transfer to another site or work from home for business continuity should the site fail.

E	Rapid or IoT 4/5g Deployment Site	This site should be used for speed of deployment for new estate or utilised in combination of a D type site to provide resilience. It may also be used for sites that have a small IoT footprint such as sites that require a single BMS connection or for Door Access Controller connections.
F	Satellite Site	
G	CCTV Camera Site	

h) What we will procure



6) Procurement & implementation plan

To deliver on the future network vision for CoL/P, DITS will conduct 5 clearly defined and well-planned stages of procurement and implementation.

a) Brilliant basics

Pinning ourselves to the DITS theme of 'brilliant basics' all new buildings across CoL/P should plan to be hyper connected.

All future new constructions must provision between 2 and 4 telco carriers. These carriers can be spread across Tier 1 and Alt-Net carriers, but our future sites must always have at least one Tier 1 carrier.

All carriers should be cabled into the basement or other suitable location of the building and converge in a secure comms room or meet-me room.

Where telcos are providing dark fibre, it would be suitable for them to build out a chamber in an adjacent street with the building and have pre-installed ducting allowing the telco connections to be provisioned into the building later without having to drill or dig or complete civils work.

'Tier 1' carrier is defined by market share which is listed below (as of April 2023). The recent SMT allowed us to consult with BT, Vodafone, Virgin Media O2 and an Alt-Net called Vorboss. A caveat to the above standard is where the provider of the cabling infrastructure is Openreach, who are a major player and sell cabling to nearly all carriers where they do not have their own fibre infrastructure.

By taking this approach, we ensure all future buildings have as many networking options available to us as possible both now and in the future.

Rank	Company	Market Share
1	BT	30.10%
2	Vodafone	22.50%
3	Virgin Media	14.20%
4	TalkTalk Business	7.30%
5	O2	6.70%
6	Gamma	5.60%
7	Colt Technology Services	4.50%
8	KCOM	2.10%
9	Glide	1.40%
10	DWS	1.30%

b) Let the market talk

The future network strategy will be defined by what we know now, and what we think we know about the future direction of network technology. Without outside consultation, it will also be bound by the skills and knowledge within DITS.

To ensure we counter this intrinsic limitation, our first step will be to conduct a Soft Market Test (SMT) which will allow us to engage in a compliant, non-committal and structured way with the industry and let them tell us about their latest advancements and future vision for the market.

c) Adjust & adapt

Only once we know as much as we can about the technology offerings and services on the market, can we be comfortable with the content of the Future Network Strategy.

This stage will see us review the market offering and adapt our vision and next steps to best fit the needs of the organisation against the commercial offerings available on the market.

A revised draft strategy will be formulated based on the market engagement in this stage.

d) Procure compliantly

When the strategy is finalised, we will launch a formal tender process with support from the Commercial department.

This procurement will include the provision of (but not limited to):

- MIA/DIA service
- An SD-WAN service
- A LAN support provision
- A WAN support provision
- A SASE solution.

e) Implementation

****THIS SECTION REQUIRES FURTHER INPUT WHEN AN AGREED PROJECT APPROACH IS FINALISED****

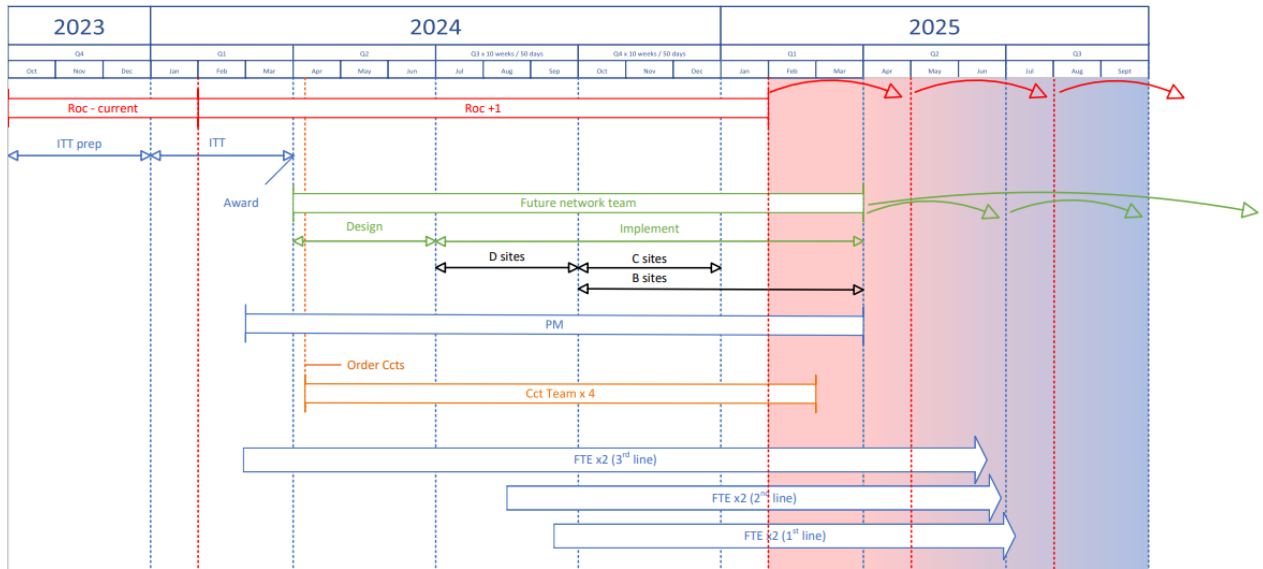
At the point we have a finalised strategy of what our future network provision should be we will need to:

- Recruit
- Design
- Build
- Test
- Deploy

The final approach for implementation has yet to be agreed. Several options are being considered, and the factors at play include:

- The extent to which the incumbent managed network service provider continues to be engaged
- Outsourcing vs insourcing certain roles
- Speed at which the network is refreshed.

The diagram demonstrates one of the options being discussed by the SLT:



7) Summary, recommendations & conclusion

- Ensure structured and compliant engagement with suppliers through to ITT.
- Ensure all technology selected in the future is vendor agnostic.
- Decouple existing network provision and suppliers and allow a period of reset and market evaluation.
- Agree this strategy is to provide a clear direction and roadmap for the future network and it is not a strategy to address existing solutions and vendors.
- Agree that the future network provision is requirements and solution orientated and not vendor constrained.
- Agree incumbent suppliers do not have contract extensions for multiple years until we have a defined procurement plan and thereby locking CoL/P into a sub-optimal technology platform for longer than is needed.
- Agree that this strategy outlines an acceptable future IT network provision for the organisation and that the programme is permitted to move into the detailed requirements gathering and ITT generation.
- The detailed ITT will come to the SLT for review and approval before going to market.

8) Version Control

f) Revision history

VERSION	DATE	AMENDED BY	SUMMARY
0.1		C. Walker	Document created
0.2		C. Walker	Updated to incorporate costs
0.3		C. Walker	Reviewed after comments at programme board
0.4		C. Walker	Feedback added
1.1	04/01/2024	T. Crombie	Minor edits to update wording and remove comments

g) Document approval

VERSION	DATE	APPROVED BY	APPROVAL STATUS (PENDING / APPROVED)
1.0	04/12/2023	Z. Ghauri	Approved

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