



City of London Police Authority Board

Date: WEDNESDAY, 4 SEPTEMBER 2024
Time: 11.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

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

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

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas 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 approve the public minutes and non-public summary of the meeting held on 3 July 2024.

For Decision
(Pages 7 - 12)

4. **OUTSTANDING REFERENCES**

Joint report of the Town Clerk and Commissioner.

For Information
(Pages 13 - 14)

5. **CHAIR'S PUBLIC UPDATE**

The Chair to be heard.

For Information
(Pages 15 - 16)

6. **COMMISSIONER'S UPDATE**

Commissioner & Chief Officers to be heard.

For Information
(Pages 17 - 20)

7. **RECENT SUBCOMMITTEE MINUTES**

To receive the public minutes and non public summary of the following Committees

For Information

- a) Resource Risk and Estates Committee 20 May 2024 (Pages 21 - 24)
- b) Strategic Planning and Performance Committee 21 May 2024 (Pages 25 - 28)
- c) Professional Standards and Integrity Committee 4 June 2024 (Pages 29 - 34)
- d) Economic and Cyber Crime Committee 25 June 2024 (Pages 35 - 38)

8. **GOVERNMENT PRIORITIES FOR POLICING**

Joint report of the Town Clerk and the Commissioner.

For Information
(Pages 39 - 52)

9. **PUBLIC SWITCHED TELEPHONE NETWORK (PSTN) REPLACEMENT ***

Report of the Chamberlain.

For Decision
(Pages 53 - 68)

10. **CITY OF LONDON DRAFT VICTIMS STRATEGY**

Joint report of the Commissioner and the Town Clerk.

For Discussion
(Pages 69 - 92)

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

Report of the Commissioner.

For Information
(Pages 93 - 96)

12. **THE CITY OF LONDON POLICE PENSION BOARD - REVIEW OF ACTIVITIES FOR THE PERIOD 1 APRIL 2023 TO 31 MARCH 2024**

Report of the Chamberlain.

For Information
(Pages 97 - 102)

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

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

15. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on the 3 July 2024.

For Decision
(Pages 103 - 104)

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

The Chair to be heard.

For Information
(Verbal Report)

18. **COMMISSIONER'S NON-PUBLIC UPDATE**

The Commissioner & Chief Officers to be heard.

For Information
(Verbal Report)

19. **NPCC CYBERCRIME PROGRAMME - POLICE CYBER ALARM EXTENSION OF CONTRACT WAIVER**

Report of the Commissioner.

For Decision
(Pages 105 - 112)

20. **NON PUBLIC FCCRAS PROGRESS REPORT**

Report of the Commissioner

For Information
(Pages 113 - 208)

21. **2024 FORCE MANAGEMENT STATEMENT - STRATEGIC DEMAND ASSESSMENT**

Report of the Commissioner.

For Information
(Pages 209 - 220)

22. **NPCC CYBERCRIME PROGRAMME BLOCKCHAIN FORENSIC TOOL - INCREASE IN CONTRACT VALUE ***

Report of the Commissioner.

For Information
(Pages 221 - 226)

23. **EASTERN BASE PROGRESS REPORT***

Joint report of the Commissioner and the City Surveyor.

For Information
(Pages 227 - 242)

24. **FUTURE POLICE ESTATES PORTFOLIO**

Report of the Chamberlain.

For Information
(Pages 243 - 246)

25. **GUIDHALL YARD EAST PROGRESS REPORT**

Joint report of the City Surveyor and the Commissioner.

For Information
(Pages 247 - 274)

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

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

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CITY OF LONDON POLICE AUTHORITY BOARD Wednesday, 3 July 2024

Minutes of the meeting of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 3 July 2024 at 11.00 am

Present

Members:

Tijs Broeke (Chair)
Helen Fentimen OBE JP
Jason Groves
Deputy Madush Gupta
Graham Packham
Deborah Oliver
Deputy Dawn Wright

Officers:

Ian Thomas CBE	- Town Clerk's Department
Richard Riley CBE	- Town Clerk's Department
Greg Moore	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Oliver Bolton	- Town Clerk's Department
Josef Shadwell	- Town Clerk's Department
Charles Smart	- Town Clerk's Department
Rachel Smith	- Town Clerk's Department
Caroline Al- Bayerti	- Chamberlain's Department
Zakki Ghauri	- Chamberlain's Department
Frank Marchione	- Comptroller & City Solicitor's
Claire Giraud	- Community and Children's Services

City of London Police:

Pete O'Doherty	- City of London Police
Nik Adams	- City of London Police
Alix Newbold	- City of London Police
Alistair Cook	- City of London Police
Emma Cunningham	- City of London Police
Chris Bell	- City of London Police
Bill Duffy	- City of London Police
Andy Gould	- City of London Police

1. APOLOGIES

Apologies were received from Deputy James Thomson, Melissa Collett, Nicholas Bensted Smith, Alderman Timothy Hailes and Sir Craig Mackey.

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

3. **MINUTES**

RESOLVED – That the minutes of the meeting held on 5 June 2024 were approved as an accurate record.

4. **OUTSTANDING REFERENCES**

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

The Chair requested a stronger commitment to report to the Board the plan of action to be taken around the use of cluster panels.

RESOLVED – That the Committee noted the report.

5. **CHAIR'S PUBLIC UPDATE**

Members received the Chair's public update and highlighted particularly the positive media coverage and social media coverage, which sent a clear message that those offences committed within the City of London would be found and prosecuted.

RESOLVED – that the report be noted.

6. **COMMISSIONER'S UPDATE**

Members received the Commissioner's public update, and noted congratulations to Caroline Hay, for her receipt of an MBA in the Kings Honors List.

Members queried the antisocial behaviour of cyclists within the City of London and suggested enhanced signage and a communications campaign to alert cyclists to the penalties if caught disobeying the traffic regulations.

RESOLVED, - that the report be noted.

7. **CITY OF LONDON POLICE ANNUAL REPORT 2023-24**

Members received a report of the Commissioner which outlined the City of London Police Annual Report 2023 – 24.

Members noted that the data presented a positive story. Officers assured Members that work would be undertaken to identify the rising crime types in order to inform the next Policing Plan.

Members queried how the statistics compare to other Forces nationally. Officers outlined that the City of London Police had the highest detection rates nationally.

RESOLVED, - that the Board approved the City of London Police Annual Report 2023 – 24 for onward submission to the Court of Common Council, to be presented for information by the Chair of the Police Authority Board.

8. **POLICING PLAN 2025-28 PLAN OF ACTION**

Members received a report of the Commissioner which outlined the Policing Plan 2025 – 28 Plan of Action.

The Chair asked Members to consider the engagement and process timelines and noted the ambition for the staff and officers of the City of London Police to be included in the process.

Officers agreed to consider the timeline of the Policing Plan of Action and how it related to the recruitment of the Commissioner.

Members noted the expertise within local businesses and suggested that these contacts would be involved in the development of the policing plan to further establish and broaden the existing relationships. Officers agreed to set out how Members could support the plan of action.

Members queried the timing of the inspection and how the plan of action would position the City of London Police in preparation for PEEL inspections. Officers highlighted that the Policing Plan would include the statutory responsibility to engage with communities, which would also be included in the PEEL inspection and provided links across both.

RESOLVED, - that the report be noted.

9. **EQUITY, DIVERSITY & INCLUSION STRATEGY 2023-27**

Members received a report of the Commissioner which outlined the Equity, Diversity and Inclusion Strategy 2023 – 27.

Members noted the significant work undertaken to produce the Strategy and were keen to ensure that there would be emphasis on why this work was so important in future reporting.

RESOLVED, - that the report be noted.

10. **POLICE AUTHORITY BOARD SUBCOMMITTEE APPOINTMENTS**

Members received a verbal report the Town Clerk which set out appointments to the City of London Police Pensions Board, and Police Authority Board Subcommittees

City of London Police Pensions Board

The Chair proposed the appointment of Ray Eaglesmith as Chair of the City of London Police. This recommendation was endorsed by the Commissioner, and Ray Eaglesmith was duly appointed as Chair for the year ensuing.

Co-opted appointment from the Court of Common Council to:

Economic and Cyber Crime Committee

There were no expressions of interest received, the Town Clerk agreed to re-advertise the vacancy

Strategic Planning and Performance Committee

There was one expression of interest received from Dr Joanna Abeyie, who was duly appointed to the Strategic Planning and Performance Committee.

Resource Risk and Estates Committee

There was one expression of interest received from Jacqui Webster, who was duly appointed to the Resource Risk and Estates Committee. The Town Clerk was to re-advertise the remaining vacancy to the Court of Common Council.

Professional Standards and Integrity Committee

There were three expressions of interest received for two vacancies. A ballot was held and Jacqui Webster and Dr Joanna Abeyie were duly appointed to the Professional Standards and Integrity committee.

RESOLVED, - that the appointments be noted.

11. **FCCRAS PUBLIC UPDATE**

Members received a verbal update on the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS).

Members heard that there would be verbal updates reported to this Board to provide an update on the Fraud and Cyber Crime Reporting and Analysis Service, with an understanding that due to the fast nature of the programme, there could be a time lag in reporting.

RESOLVED, - that the report be noted.

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

There were no questions.

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

There was no other business.

14. **EXCLUSION OF THE PUBLIC**

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

15. **NON-PUBLIC MINUTES**

RESOLVED, - that the non-public minutes of the Police Authority Board meeting held on 5 June 2024 were approved as an accurate record.

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

There was no update.

17. **COMMISSIONER'S UPDATES**

There was no update.

18. **NON PUBLIC FCCRAS UPDATE**

Members received a report of the Commissioner which provided an update on the Fraud and Cyber Crime Reporting and Analysis Service programme.

19. **ENHANCED SUICIDE PREVENTION INITIATIVE**

Members received a report of the Interim Executive Director of Environment which outlined the Enhanced Suicide Prevention Initiative.

20. **HEALTH, SAFETY AND WELLBEING ANNUAL PERFORMANCE UPDATE**

Members received a report of the Commissioner which provided a Health, Safety and Wellbeing Annual Performance update.

20a. FUTURE POLICE ESTATES PORTFOLIO

Members received a report of the Chamberlain which set out the Future Police Estates Portfolio.

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

There were no questions.

22. **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.

23. **RECRUITMENT OF THE COMMISSIONER OF THE CITY OF LONDON POLICE**

Members received a report of the Executive Director & Chief People Officer which provided an update on the recruitment of the Commissioner of the City of London Police.

The meeting ended at 12:58

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. During the remainder of 2024 and into 2025, further developments are expected and the revised Bill will be heard when parliamentary time allows.
And Hayley 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- The final update on this OR was due at the June PAB meeting, however, further negotiations were required with the wider CoL Senior Leadership Team and the Town Clerk is now taking this forward within CoL in consultation with the PA Director. A paper has been drafted and will be submitted to 26 September SPPC and 2 October PAB
3/2024/P	08 May- Item 13- Staff Survey	Chair asked for a further update on Staff Survey back to this Board or appropriate Sub Committee later in the year to	Commissioner	In Progress- proposed timescale is 25 November SPPC and 4 December PAB for an update on Staff Survey. This will enable the

		monitor progress on key themes and areas for improvement		Force time to demonstrate progress on the AFIs
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Committee(s): Police Authority Board	Dated: September 2024
Subject: Chair's Update	Public
Report of: Tijs Broeke	For Information

City of London Police Commissioner recruitment

As Members will have seen, the advert inviting applications to be the next substantive Commissioner of the City of London Police was published in July. A selection day for shortlisted candidates takes place on 2 September with a final interview panel on 20 September. The process is designed to enable a preferred candidate to appear before the Court of Common Council on 10 October. I am grateful to fellow Members and Corporation officers for their support through this important process, and to the College of Policing which has been providing valuable help and guidance.

Police Officer pay award for 2024/25/Spending Review

On 6 August, the Home Secretary announced the outcome of the police officer pay award for 24/25, following the report of the Police Remuneration Review Body. From 1 September, this gives all officers a consolidated 4.75% increase, with London Weighting increasing by 4.75% along with increases to certain allowances. Chief Officers have also been given discretion to set the starting salary for new constables at either pay point 1 or 2. The Home Office has identified £175m additional funding this year to cover the cost to forces above 2.5%. The City is awaiting confirmation of its allocation.

Additionally, the Home Secretary has increased the maximum rate of London Allowance for officers appointed on or after 1 September 1994 by £1,250. This element is not funded. The case for implementing a further increase in London Allowance in the City will need to be considered carefully, taking account of affordability constraints and the Metropolitan Police Service's positioning.

Looking further outwards, a steer on the Spending Review approach and timeline, for 25/26 and beyond, is awaited from Government. For its core funding, the City is part of an overall National Police Chiefs' Council bid process. For its national funding, the City has opportunities to engage directly with Home Office in developing bids into HM Treasury. The Home Secretary has signalled that the Home Office will be looking to maximise efficiency and productivity in policing in the forthcoming Spending Review.

City of London Police EDI Strategy

I was very pleased to attend and speak at the launch of the City Police's new Equity, Diversity and Inclusion (EDI) strategy on 16 July ([link](#)). The Deputy Chair also attended as did Michael Mitchell, Chair of the Professional Standards and Integrity (PSI) Committee. As we have discussed in Committee, the work on EDI is essential

to delivering the mission of the City Police, including improving trust and confidence in it. I know that the senior leadership of the City Police believe similarly. Through the PSI Committee, the Authority's focus will now be on scrutinising effective implementation of the new strategy, and ensuring that a clear reporting framework is in place.

Victims Strategy and London engagement

Members will note the draft Victims Strategy as an agenda item for this Committee. As the Corporation's Victims Champion, I want to highlight that as part of it the Police Authority will be co-commissioning a new 'victim voice forum' with the London Mayor's Office of Policing and Crime (MOPAC), and note that the City Police recently hosted the London Victim's Commissioner, Claire Waxman, to explain their approach to supporting victims locally and in their National Lead Force role.

Political engagement

Introductory letters were sent to the Home Secretary, Security Minister, Policing Minister and Lord Hanson (who is leading on fraud policy) following the General Election. We are currently liaising with the ministerial visits team to confirm a date for a visit by the Security Minister and Lord Hanson (hopefully in the next month or so) to review COLP's national responsibilities on fraud, economic and cyber crime. And we are optimistic of securing a visit by the Policing Minister in the longer term to showcase the wider work the COLP are doing on ensuring the safety of those living, visiting and working in the City. We continue to work with Home Office officials to keep abreast of the implementation of the Government's Missions, such as Safer Streets, to identify where these will impact City interests.

999 Day and PAB Dinner

The City of London Corporation will host two important events in September to highlight the value we place on policing and our emergency services.

On the morning of 9 September, we will be raising the emergency services flag at the Guildhall to honour emergency services workers within the Square Mile and across the pan-London area, recognising the joint approach we take to protecting communities across London.

Later that evening, the Police Authority Board Dinner will take place. This is one of the Corporation's flagship dinners, bringing together senior policing figures, policy specialists, financial and professional services leaders, and key thinkers from across the country. This will be my first dinner as Chair, and as such will be in honour of our previous Chair, James Thomson. We have confirmed a senior guest speaker, which will tie into the theme of local and national security, and the importance of a system-wide approach to tackling current and future threats, and exploiting opportunities.

Agenda Item 6

Committee(s): Police Authority Board	Dated: 4 th September 2024
Subject: Commissioner's Update	Public
Which outcomes in the <i>City Corporation's Corporate Plan</i> does this proposal aim to impact directly?	CoLP impact the following Corporate Plan outcomes: Diverse Engaged Communities, Vibrant Thriving Destination, Dynamic Economic Growth, Providing Excellent Services
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 49-22	For Information
Report author: Peter O'Doherty, T/Commissioner	

Summary

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

Recommendation(s)

Members are asked to note the report.

PAB Updates

Equity, Diversity and Inclusion (EDI) Strategy launch

The City of London Police are committed to being one of the most inclusive police services in the country and to rebuild trust and confidence in our service. To help achieve our ambitions through our people, partners, public and policies, and build on the achievements of Our People Inclusivity Programme, the new Equity, Diversity and Inclusion Strategy 2024 – 2027 was launched. A launch event of the Strategy was hosted by T/Commissioner Peter O’Doherty in July and held at the prestigious Gherkin building; several guest speakers attended where they shared their journey and explained how we can all work together to shape the future.

Being Outstanding Presentations – “Going the extra mile in the Square Mile”

To build on the good work already undertaken and to direct us moving forward in the future in being an outstanding force, Assistant Commissioner Paul Betts continues to deliver a number of presentations to police officers, staff and special constables. The presentation underpins the key operational and organisational priorities of the Policing Plan, outlining the high standards expected, being a victim focussed public service and delivering people focussed leadership. This provides a clear vision of the Chief Officer team’s ambitions and expectations in how we can work together to deliver an outstanding service for our communities and victims.

Theft conviction

Tackling retail theft continues to be a priority. Officers apprehended a suspect committing thefts and acting aggressively towards retail staff. Officers from the Volume Crime Unit (VCU) conducted a diligent and thorough investigation recognising the impact such crimes have on our retail community. Convictions were secured for offences of theft, assault, and Section 4 Public Order – using threatening, abusive or insulting words or behaviour with intent to cause immediate fear of violence.

Criminal Damage arrests

There was excellent collaborative work between the Intelligence Support Team (IST) and Investigation Team, identifying 3 suspects who had targeted banks in the City to cause criminal damage. The suspects had planned to target premises across the UK. Through the quick intervention, the City of London Police were able to disrupt the suspects activity, minimise further offences and safeguard businesses throughout the UK.

Cycle Team

The Cycle Team continue to play a crucial role in keeping those who live, work and visit the City safe by providing high visibility to prevent crime, securing evidence and apprehending offenders. During June and July, 119 fixed penalty notices have been issued with 32 illegal e-bikes/scooter seized.

CoLP’s women’s team wins Police Sport UK Snowdonia Seven event in Snowdonia

The team won, what is considered to be one of the most challenging events in the police sporting calendar – travelling 22 miles, over seven peaks (with a total ascent of almost 8,000 feet), they finished in an amazing 8 hours and 38 minutes. Many congratulations to them.

Strategic Leadership and Engagement

Elections

The City of London Police took a leading role in the recent general election. AC Adams was responsible for the NPCC Elections Portfolio, which co-ordinated the strategic policing response to electoral crime. A significant amount of planning took place, involving training of a national SPOC network, dedicated analytical resources, producing national policing guidance, a jointly produced video with Counter Terrorism Policing to all UK Police Officers about election crime and threats, and regular meetings with key stakeholders. CoLP additionally co-ordinated and analysed the national statistics collections for all electoral crime across the UK during the election period. This supported the Joint Election Intelligence Cell, local responses to crime and tensions, and Ministerial briefings. Positive feedback was received in relation to the NPCC electoral crime portfolio.

Overall, pockets of issues occurred at a constituency level and mainly focused on misinformation, intimidation of candidates and hostile environments. Following the election, the Deputy Prime Minister, Home Secretary & Security Minister convened a roundtable to give MPs and candidates the opportunity to talk to officials, including law enforcement, about their experiences. AC Adams was in attendance. As part of the ongoing work of the NPCC elections portfolio, we are reviewing all reports, actions taken and outcomes, to identify best practice and opportunities to make further improvements to policy or training.

Economic and Cyber Crime Academy

In July the Economic Crime Academy (ECCA) hosted a delegation of high potential / fast track Italian Police officers from the Guardia Di Finanza. This will further cement our positive working relationships.

Operational activity highlights

Operation Neogammy was an investigation led by the NCA that looked at a criminal service called "Russian Coms". It was a major caller ID spoofing platform used by hundreds of criminals to make over 1.8 million scam calls. Their targets included people from over 107 countries, including the United Kingdom, the United States, New Zealand, Norway, and France. It is estimated that there were 170,000 victims across the UK with the average loss reported to Action Fraud just over £9,400. The City of London Police assisted in analysing 100,000 entities of identifiable information to support the development and dissemination of intelligence packages to forces through our Lead Force Ops Room. Operational activity is continuing throughout April.

National Support & Co-ordination

As part of our ambition to better enable our people, the City of London Police has begun trialling an auto redaction tool to assist with disclosure of evidence. On every investigation there is a significant amount of officer time spent redacting personal information from documents that need to be shared with the prosecution, defence and court. The auto redaction tool automates this process, driving accuracy, efficiency and consistency. Early results have been very positive, and it is anticipated this will be rolled out force-wide in the coming weeks.

In August, the City of London Police hosted a delegation of senior Nigerian law enforcement officials. This directly supports the Government strategy to strengthen engagement and operational collaboration with foreign law enforcement. This followed a visit that AC Adams made to Nigeria in late 2023. Discussions focussed on bilateral working, strengthening partnerships and developing senior relationships to combat economic & cyber crime.

Media

Action Fraud ran a campaign in June to highlight the Suspicious Email Reporting Service (SERS). Over 32 million phishing emails have been reported to SERS since its inception, with more than a third reported in the last year. The reports have led to more than 329,000 websites being removed by the National Cyber Security Centre.

Action Fraud, the national fraud and cyber crime reporting service, launched a national phishing awareness campaign on 24 June, as reporting reached its highest level since SERS launched. New data shows a rise of 44 per cent year-on-year, with almost 11.6 million reports made to SERS in 2023, up from 8.07 million reports in 2022. This underpins the take-down activity and analysis will be used to encourage activity across the tech sector as part of their response to the Online Fraud Charter and Online Safety Act.

RESOURCE, RISK & ESTATES (POLICE) COMMITTEE Monday, 20 May 2024

Minutes of the meeting of the Resource, Risk & Estates (Police) Committee held at Committee Rooms Guildhall on Monday, 20 May 2024 at 1.45 pm

Present

Members:

Alderman Timothy Hailes JP (Chair)
Deputy James Thomson
Deputy Dawn Wright

Officers:

Richard Riley CBE - Town Clerk's Department
Kezia Barrass - Town Clerk's Department

City of London Police

Paul Betts - City of London Police
Alix Newbold - City of London Police
Alistar Cook - City of London Police
Mark Paddon - City of London Police

1. APOLOGIES

Apologies were received from Randall Anderson, Tijs Broeke, Michael Landau and Deborah Oliver.

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 and non-public summary of the Resource Risk and Estates Committee were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a report of the Commissioner which provided an update of public outstanding references.

RESOLVED, - that the report be noted.

5. CHIEF FINANCE OFFICER (CFO) AND CHIEF OPERATING OFFICER (COO) UPDATE

Members received a report of the Commissioner which provided an update from the Chief Finance Officer and Chief Operating Officer.

During the discussion the following points were noted:

- There was ongoing work on the medium term financial plan, which was balanced by the business rate premium, to evaluate its key risks.

- The Chair welcomed the stabilisation of the financial situation and thanked the team for their work to achieve this.

RESOLVED, - that the report be noted.

6. **Q4 WORKFORCE MONITORING REPORT- 2023-24**

Members received a report of the Commissioner which outlined the Q4 workforce monitoring 2024 – 2024.

Members noted that there was continued focus on police officer recruitment programme and an upward trajectory continued in relation to police staff numbers.

The Chair noted good progress made and queried the historic challenges faced by police forces nationally in relation to vetting. Officers agreed this issue continued nationally, and provided assurances that the City of London Police vetting team was fully staffed, and the systems and processes of this procedure would be reviewed to ensure increased efficiency. Officers were keen to ensure that vetting would not become an obstacle in recruitment.

Members noted that the areas of concern in relation to filling vacancies were the recruitment of officers with specialist skills, detectives, firearms officers and police staff analysts. Officers would report on this further at the next Resource Risk and Estates Committee.

Members raised concerns that the diversity in terms of both gender and ethnicity of City of London Police officers was lower than that in the Metropolitan Police and queried the action plan to address this. Officers outlined that there is more diversity within the staff numbers than within officer numbers and agreed that there was work to be done in this area. Officers would present a report to the committee to outline how this would be addressed.

The Chair queried the level of confidence within the City Police that the target for police staff recruitment would be met. Officers expressed confidence that the November target, previously discussed, could be met.

RESOLVED, - that the report be noted.

7. **PROVISIONAL REVENUE AND CAPITAL BUDGET OUTTURN 2023/24**

Members received a report of the Commissioner which outlined the provisional revenue and capital budget outturn 2023 – 2024.

During the discussion the following points were noted:

- Members welcomed the balanced outcome and questioned if this would be sustainable in future years and highlighted work to be done to identify funding sources available and where these had been under/over applied.
- Members queried the budget implications if the recruitment target in November 2024 would not be met. Officers agreed that the recruitment uplift was challenging and expected to factor in the pay awards which were not yet confirmed. Members flagged the potential issue of probation pay and were assured that the budget was in accordance with the target operating model.

- The Proceeds Of Crime Act (POCA) receipts were forecast to be around £500,000 annually, which was based on previous years. The use of the POCA reserved were to be finalised but would not be fully assessable for another two years. Officers also confirmed that portions of these receipts would be returned to victims.
 - Members noted that the funding model was not consistent year to year, and this was challenging for the force to run as an organisation.
- RESOLVED**, - that the report be noted.

8. **INTERNAL AUDIT UPDATE**

Members received a report of the Chamberlain which provided an internal audit update.

RESOLVED, - that the report be noted.

9. **BUSINESS RATE PREMIUM**

Members received a joint report of the Chamberlain and the Commissioner which outlined the business rate premium.

The Secure City programme would be funded by business rate premium allocations and on street parking reserves and would be fully funded.

Members welcomed the transparency of the report and requested further clarity would be provided on what money is being used and how the money not allocated to the Police would be spent, for the benefit of Members and rate payers.

The £1.6m security pressures had risen to £2.7m, this was due to a full reconciliation of security costs and would be reviewed annually.

RESOLVED, - that the report be noted.

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

There were no questions.

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

Members noted that Hayley Williams would be leaving the City of London Police after 27 years of service and thanked her for her work and dedication.

12. **EXCLUSION OF THE PUBLIC**

RESOLVED, – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.

13. **NON-PUBLIC MINUTES**

RESOLVED, - that the non-public minutes of the Resource Risk and Estates Committee on 2 February 2024 were approved as an accurate record.

14. **CITY OF LONDON POLICE CYBER SECURITY POSTURE**

Members received a report of the Commissioner which outlined the City of London Police Cyber Security posture relating to the recommendations from an enquiry into a data breach at the Police Service of Northern Ireland (PSNI).

15. **CITY OF LONDON POLICE RISK REGISTER UPDATE**
Members received a report of the Commissioner which provided an update of the City of London Police risk register.

16. **EASTERN BASE PROGRESS REPORT - MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET, E1 7AD**
Members received a report of the City Surveyor which provided an update on the Eastern Base progress.

17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

18. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 15:16pm

Chairman

Contact Officer: Kezia Barrass
Kezia.Barrass@cityoflondon.gov.uk

STRATEGIC PLANNING & PERFORMANCE (POLICE) COMMITTEE Tuesday, 21 May 2024

Minutes of the meeting of the Strategic Planning & Performance (Police) Committee held at Committee Rooms, Guildhall on Tuesday, 21 May 2024 at 9.30 am

Present

Members:

Jason Groves (Chair)
Melissa Collett
Andrew Lentin
Deborah Oliver

Officers:

Richard Riley CBE	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Charles Smart	- Town Clerk's Department

City of London Police

Paul Betts	- City of London Police
Alix Newbold	- City of London Police
Bill Duffy	- City of London Police
Amanda Horsburgh	- City of London Police
Brett McKenna	- City of London Police
Oliver Shaw	- City of London Police
Claire Flinter	- City of London Police
Hayley Williams	- City of London Police

1. APOLOGIES

Apologies were received from Tijs Broeke and Adrian Hanstock.

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

There were no declarations.

3. MINUTES

RESOLVED, - that the public minutes and non-public summary of the Strategic Planning and Performance Committee on 22 February 2024 were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a report of the Commissioner which outlined the public outstanding references.

Members noted that the Victim Strategy was in consultation and would be circulated with Members of the Strategic Planning and Performance Committee before it would be taken to the Police Authority Board for sign off.

RESOLVED, - that the report be noted.

5. Q4 POLICING PLAN PERFORMANCE 2023-24

Members received a report of the Commissioner which covered the policing plan performance for quarter 4 of 2023/24.

During the discussion the following points were noted:

- The Chair welcomed the positive trends included in the performance pack, and particularly the positive decline in neighbourhood crime.
- Officers acknowledged that there were some potential issues with the narrative and data reported for measure 3.2 hate crime and these would be explained in Non Public session.
- Members queried the shoplifting data and where this was reported as this was not included in neighbourhood data. Officers confirmed that the measures that were agreed with Members at the outset of the performance year did not specifically cover shoplifting as a separate category. However, Officers confirmed that there had been an increase in shoplifting reported and that the City of London Police had enforced a strict attendance policy in these cases where there had been violence or the threat of violence, or where the offender remained at the scene. Members requested specific data on shoplifting as this related to the mixed economy of the City of London. Officers offered to bring a deep dive back to the SPPC on shoplifting which was agreed by the Chair.
- Members noted the potential correlation between the Destination City initiative, the nighttime economy and an increase in violent crime and antisocial behaviour and queried if this impact had been seen in the crime reporting statistics. Officers outlined that Destination City as an initiative did not specifically correlate to an increase in violent crime, however the number of licensed premises did impact on crime. There were numerous operations linked to policing the nighttime economy to ensure that resources were appropriately placed to address the issue.
- Members noted the increased violence towards security staff relating to shoplifting and requested further information as to whether this violence or threat of violence extended to retail staff. It was noted this would be covered in the report back on shoplifting.
- Under the 'Our People' measure, it was noted the City of London Police had undertaken a staff survey, which had improved engagement, but Members and Officers agreed this could be improved further. Members highlighted various areas of concern, which included the confidence in the senior leadership team, the diversity of the newly recruited officers and the perceived career development opportunities. Officers agreed with the points raised and noted that this was fully reported on at the previous Police Authority Board and assured Members these matters would be addressed. Officers agreed to report back on the strategy to increase gender and ethnic diversity in the workforce. It was noted that there was already a report due at the November RREC on this topic.
- Members recognised the substantial work undertaken to increase the engagement with the staff survey and thanked officers for this.

RESOLVED, - that the report be noted.

6. QUARTERLY HMICFRS INSPECTIONS UPDATE

Members received a report of the Commissioner which provided a quarterly update on the HMICFRS inspections.

During the discussion the following points were noted:

- 197 HMIC actions had been closed, which all resulted in improvements in services, which left 56 actions open.
- Members noted the significant work involved in closing these actions down.
- The ICV visitors passes were ready for collection by volunteers, and the issues around levels of vetting had been resolved.

RESOLVED, - that the report be noted.

7. DEEP DIVE 4 - HOW EFFECTIVELY IS THE CITY OF LONDON POLICE SUPPORTING VICTIMS INCLUDING THROUGH THE CRIMINAL JUSTICE SYSTEM, WITH A PARTICULAR FOCUS ON DOMESTIC ABUSE?

Members received a report of the Commissioner which covered a deep dive into how effectively the City of London Police supported victims of Domestic Abuse.

During the discussion Members noted the following:

- The City of London Police took a holistic approach in supporting victims of domestic abuse, and achieved high outcome rates, with charges, summons and cautions of offenders trending above the national average.
- Members supported the heat map which highlighted which areas of the City of London had the highest frequency of domestic abuse reported and were interested to understand what proportion of these cases involved City of London residents, as opposed to visitors.
- Members queried what type of community messaging was in place specifically in the areas highlighted on the heat maps, around how to report domestic abuse. Officers outlined that work was ongoing with Crime Stoppers and dedicated Ward Officers around signposting.
- Officers shared that the City of London Police website now includes crime maps of the square mile to show where various types of crime were reported throughout the City.

RESOLVED, - that the report be noted.

8. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

9. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was no other business.

10. 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.

11. NON-PUBLIC MINUTES

RESOLVED, - that the non-public minutes of the Strategic Planning and Performance Committee on the 22 February 2024 were approved as an accurate record.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

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

There was one item of non-public business which related to data presented on Hate Crime in Q4 Performance Update

The meeting ended at 10:42am

Chairman

Contact Officer: Kezia Barrass
Kezia Barrass@cityoflondon.gov.uk

PROFESSIONAL STANDARDS & INTEGRITY (POLICE) COMMITTEE Tuesday, 4 June 2024

Minutes of the meeting of the Professional Standards & Integrity (Police) Committee held at Committee Rooms, Guildhall on Tuesday, 4 June 2024 at 10.00 am

Present

Members:

Michael Mitchell (Chair)
Jason Groves
Deputy Madush Gupta
Deputy James Thomson
Naresh Sonpar

Officers:

Richard Riley CBE	- Town Clerk's Department
Rachael Waldron	- Town Clerk's Department
Charles Smart	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department

City of London Police

Paul Betts	- City of London Police
Sanjay Andersen	- City of London Police
Carly Humphreys	- City of London Police
Kate MacLeod	- City of London Police
Paul Doyle	- City of London Police
Emma Cunnington	- City of London Police

1. APOLOGIES

Apologies were received from Tijs Broeke and Nick Bensted-Smith.

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

There were no declarations.

3. MINUTES

RESOLVED, - that the public minutes and non-public summary of the meeting held on the 27 February 2024 were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a report of the Commissioner which outlined public outstanding references.

Officers suggested that item 2 (9/2023/P) be closed down as this was scheduled to be submitted to the Police Authority Board for full review in July 2024. The Chair agreed and requested a circulation to the Professional Standards and Integrity (PSI) Committee ahead of the Police Authority Board as an informal update.

RESOLVED, - that the report be noted.

5. **ANGIOLINI INQUIRY- PART 1**

Members received a report of the Commissioner which provided an update on the City of London Police response to Part 1 of the Angiolini Inquiry.

Members welcomed the report and queried recommendations 14 & 15, which relate to the framework to underpin improving culture, and how this would be tracked and monitored. Officers assured Members that there was work ongoing to train the workforce in a dynamic and effective way through the Inclusivity Programme and a cultural audit pilot, developed to understand culture in all areas of the organisation. This cultural audit would complete in July 2024 and analysis will be reported to PSI Committee in September.

Members recognised the national challenge around female police officer recruitment and retention, and requested a recruitment plan to be shared with the Police Authority to evidence how this would be addressed.

Members discussed recommendation 7 which relates to home visits during the recruitment stages, and queried if this could be seen as discriminatory to certain individuals looking to join the City of London Police. Officers outlined that City of London Police would conduct home visits as the last stage of the vetting process, following national guidance to ensure that this would not impact negatively on attracting diverse candidates. A deep dive on vetting resourcing and process improvement would be taken by the City Police's Strategic People Board and would be reported to the PSI committee once completed for information. The Chair reminded Members that this recommendation came from the national Angiolini Inquiry report and that the City of London Police were looking at how to apply this guidance locally.

RESOLVED, - that the report be noted.

6. **EQUITY, DIVERSITY, INCLUSIVITY (EDI) UPDATE**

Members received a report of the Commissioner which provided an update on Equity, Diversity, and Inclusivity.

During the discussion the following points were noted:

- Members welcomed the report and highlighted the necessity to garner a culture in which the EDI strategy is embraced and an integral thread in the work of the City of London Police.
- Members suggested requesting proceeds of crime act (POCA) funding to support this work.
- Officers agreed to consider the attendance of a representative from Victim Support on the Strategic People Board, to ensure that victims would remain at the heart of all work undertaken.
- Officers considered the best approach for Members to hear directly from Staff Network about how this work was implemented.
- Officers had received training sessions about working with people with neurodiversity and learning disabilities, and the topic was built into the staff training module for all new recruits. New starters would also undertake assessments to ensure effective support throughout their policing careers and allow for greater acknowledgment of neurodiversity.

RESOLVED, - that the report be noted.

7. **CITY OF LONDON INDEPENDENT CUSTODY VISITING**

Members received a joint report of the Town Clerk and the Commissioner which provided an update on the City of London Independent Custody Visiting Scheme.

Members noted concern that the numbers of volunteers engaged in the scheme were low and were assured that arrangements had been made to streamline the onboarding process for volunteers to assist in increasing these numbers.

Members endorsed the proposal that an annual report on custody issues be submitted to the Police Authority for monitoring and oversight.

RESOLVED, - that the report be noted.

8. **Q4 STOP AND SEARCH AND USE OF FORCE 2023-24**

Members received a report of the Commissioner which outlined the Q4 stop and search and use of force data for 2023 – 2024.

Members queried the topical and season impacts on the disproportionality of stop and searches and use of force. Officers agreed to provide an analysis of this at the next meeting.

RESOLVED, - that the report be noted.

9. **Q4 ACTION FRAUD COMPLAINTS AND DISSATISFACTION 2023-24**

Members received a report of the Commissioner which outlined the Action Fraud complaints and dissatisfaction in Q4 of 2023 – 2024.

RESOLVED, - that the report be noted.

10. **ANNUAL COMPLAINTS REPORT 2022-23**

Members received a report of the Town Clerk which provided information about the annual complaints in 2022 – 2023.

Members noted that the numbers of complaints were comparable to those in the previous year and the most reported complaint related to delays and dissatisfaction with the service received. The report was shared in interests of transparency and officers noted areas of concern which required improvement.

Members requested a briefing about the length of time taken to log complaints and to follow up with the complaint reporters.

Officers highlighted that complaints data was not disaggregated between Action Fraud complaints and City of London Police complaints, and this had skewed the data. Officers assured Members that this data would be reported separately in future reports.

RESOLVED, - that the report be noted.

11. **Q4 PROFESSIONAL STANDARDS, CONDUCT, AND VETTING UPDATE 2023-24**

Members received a report of the Commissioner which provided an update on professional standards, conduct and vetting in Q3 2023 – 2024.

Members noted concern about the increased number of misconduct cases but acknowledged that this evidenced greater trust in the reporting mechanisms. It was

outlined that the ambition of the Force was to detect and identify behaviours before they could escalate and spread.

The cultural audit in development, along with the staff survey were intended to create a culture in which staff and officers felt safe to report any discreditable behaviour and managers would be able to manage this effectively.

The Chair requested that all chief officer's disclosures would be published, including those with nothing to disclose, to ensure further transparency.

RESOLVED, - that the report be noted.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
A Member questioned the actions planned to fill vacancies on the PSI Committee and felt it important that these would be filled as soon as possible. It was agreed that this was an opportunity for self-scrutiny in relation to the diversity and composition of the committee.
13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no other business.
14. **EXCLUSION OF THE PUBLIC**
RESOLVED, – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
15. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 2 February 2024 were approved as an accurate record.
16. **Q4 PSD COMPLAINTS CONDUCT AND VETTING REPORT - APPENDICES 3 AND 4**
Members received a report of the Commissioner which provided non-public appendices of the professional standards, conduct and vetting report, to be read in conjunction with item 11.
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
18. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 11:32am.

Chairman

Contact Officer: Kezia Barrass
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**ECONOMIC AND CYBER CRIME COMMITTEE OF THE CITY OF LONDON POLICE
AUTHORITY BOARD
Tuesday, 25 June 2024**

Minutes of the meeting of the Economic and Cyber Crime Committee of the City of London Police Authority Board held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 25 June 2024 at 2.00 pm

Present

Members:

Deputy James Thomson (Chair)
Tijs Broeke (Deputy Chairman)
Jason Groves
Deputy Madush Gupta
Sir Craig Mackey
Graham Packham
Michael Landau (External Member)
Naresh Hari Sonpar
Deputy Andrien Meyers (Ex-Officio Member)

City of London Police:

Ollie Shaw	- City of London Police
Nik Adams	- City of London Police
Chris Bell	- City of London Police
Emma Cunningham	- City of London Police

Officers

Oliver Bolton	- Town Clerk's Department
Kezia Barrass	- Town Clerk's Department
Elly Savill	- Innovation and Growth

1. APOLOGIES

Apologies were received from Dawn Wright and Nicholas Bensted-Smith.

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

There were no declarations.

3. MINUTES

RESOLVED, - that the public minutes and non-public summary of the Economic and Cyber Crime Committee meeting held on the 19 February 2024 were approved as an accurate record.

4. PUBLIC OUTSTANDING REFERENCES

Members received a joint report of the Commissioner and the Town Clerk which provided an update on outstanding references.

RESOLVED, - that the report be noted.

5. NATIONAL LEAD FORCE PERFORMANCE PACK PROPOSAL 2024-2025

Members received a report of the Commissioner which outlined the National Lead Force performance pack proposal.

During the discussion the following points were noted:

- Members requested a demonstration of the Power BI dashboard, which would allow more detail for specific stakeholders. Officers agreed to share a demonstration of the Power BI Dashboard, and to assess the opportunity for Members to gain access.
- Members welcomed the change in format and the ability to track key performance indicators.

RESOLVED, - that Members approved the proposed change in format to the National Lead Force performance pack.

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

Members received a report of the Executive Director of Innovation and Growth which provided an update on cyber and economic crime related activities.

During the discussion the following points were noted:

- Members queried how this work would impact on the new Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) programme. Officers outlined that FCCRAS would be able to compare against other data and build layers of artificial intelligence with the data of other organisations.

RESOLVED, - that the report be noted.

7. Q4 NATIONAL LEAD FORCE PERFORMANCE 2023-24

Members received a report of the Commissioner which provided an update on the quarter 4 National Lead Force performance of 2023 – 24.

During the discussion the following points were noted:

- Members requested further information from Officers to identify the cause of the proportion of repeat victims reported.

RESOLVED, - that the report be noted.

8. Q4 CYBER GRIFFIN UPDATE

Members received a report of the Commissioner which provided an update on Cyber Griffin in Q4.

RESOLVED, - that the report be noted.

9. PUBLIC FCCRAS UPDATE

There was no public update.

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

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

17 - ECONOMIC CRIME AND CORPORATE TRANSPARENCY BILL AND ONLINE SAFETY BILL - IMPACT AND ACTION

Members agreed to move Item 17 into public session. Members received a report of the Commissioner which outlined the Economic Crime and Corporate transparency Bill impact and actions.

During the discussion the following points were noted:

- Members queried how the City of London Police link up online safety with real life risk, and queried how forces share data with other forces, local authorities, and courts. Officers agreed to pick up the data sharing issue with Members.

RESOLVED, - that the report be noted.

12. EXCLUSION OF THE PUBLIC

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

13. NON-PUBLIC MINUTES

RESOLVED, - that the non-public minutes of the Economic and Cyber Crime Committee meeting held on the 19 February 2024 be approved as an accurate record.

14. STRATEGIC COMMUNICATIONS AND ENGAGEMENT PLAN FOR ECONOMIC AND CYBER CRIME

Members received a joint report of the Town Clerk and the Commissioner which outlined the strategic communications and engagement plan for economic and cyber crime.

15. CYBER GRIFFIN: FINANCIAL REVIEW OF THE CURRENT OPERATING MODEL

Members received a report of the Commissioner which outlined the financial review of the current operating model. Members considered this item in conjunction with item 16.

16. CYBER GRIFFIN: DETAILED DESIGN FOR NATIONAL ROLLOUT

This item was considered in conjunction with item 15.

17. ECONOMIC CRIME AND CORPORATE TRANSPARENCY BILL AND ONLINE SAFETY BILL - IMPACT AND ACTION

This item was considered in the public session.

18. FCCRAS BRANDING UPDATE

Members received a report of the Commissioner which provided a branding update on the Fraud and Cyber Crime Reporting and Analysis Service.

19. FCCRAS- REVISED BUSINESS CASE

Members received a report of the Commissioner which outlined the Fraud and Cyber Crime Reporting and Analysis Service revised business case.

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

There were no questions.

21. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

The meeting ended at 15:55pm

Chairman

Contact Officer: Kezia Barrass
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Agenda Item 8

Committee: Police Authority Board – For information	Dated: 04/09/2024
Subject: Government priorities for policing	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,4,7, 12
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: Town Clerk and Commissioner	For Information
Report author: Oliver Bolton (Police Authority Team, Town Clerk’s); Alix Newbold (Chief Operating Officer, COLP)	

Summary

This report outlines the new Government’s manifesto commitments that relate to the work of the City of London Police – both in the local and national roles. It also summarises the new Home Office ministerial team’s portfolios and relevant legislation announced in the King’s Speech in July 2024. It also covers the draft Force Management Statement, a detailed self-assessment that chief constables are required to prepare and submit to His Majesty’s Inspectorate of Constabulary Fire and Rescue Services (HMICFRS).

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Following the General Election on 4th July, Labour formed a new Government and set about laying the foundations for delivering their manifesto commitments.

Current Position

2. The Prime Minister has confirmed that there will be five Mission Boards which he will chair, supported by a dedicated official as senior responsible owner. These missions cover five main themes for change:
 - i. Kickstart economic growth
 - ii. Make Britain a clean energy superpower
 - iii. Take back our streets
 - iv. Break down barriers to opportunity
 - v. Build an NHS fit for the future

Visible Policing

3. A significant commitment, is a 'crack down on anti-social behaviour with more neighbourhood police' – 13,000 new police officers and PCSOs. This includes a strong focus on 'visible neighbourhood policing.'

'Visible neighbourhood policing was the cornerstone of the British consent-based model. In too many areas it has been eroded leaving the police a reactive service focused on crisis response, rather than preventing crime.'

4. Labour will introduce a new Neighbourhood Policing Guarantee, restoring patrols to our town centres by recruiting thousands of new police officers, PCSOs and special constables...Residents will have a named officer to turn to when things go wrong'
5. Labour has vowed to pay for this by 'tackling waste through a new Police Efficiency and Collaboration programme for England and Wales. The programme will set nationwide standards for procurement and established shared services and specialist functions to drive down costs.

Knife Crime

6. Labour has pledged that knife carrying triggers rapid intervention and referral into Youth Offending teams with extended penalties, banning swords and machetes.
7. Labour aims to half knife crime in a decade and has pledged to introduce a new offence of criminal exploitation of children and to go after the gangs who are luring young people into violence and crime.

Retail Crime

8. Retail crime featured in the Labour Manifesto with a pledge to introduce a new offence of assaulting a shopworker.
9. In April 2024 Superintendent Patrick Holdaway (National Business Crime Centre) was part of a Home Affairs Select Committee panel giving evidence for the follow up inquiry into violence and abuse towards retail workers. The Committee wrote to the Home Secretary with a summary of their findings including:
 - Police response to retail crime is inconsistent

- Recommendation: a standalone offence for assaulting a retail worker, including wholesale workers
- Recommendation: Reiterate the 2021 recommendation that the Home Office should provide central funding for the continued operation of the NBCC and that the Government must ensure that these projects are fully resourced.

Violence Against Women and Girls

10. Labour has pledged to introduce a new offence for spiking, strengthen stalking powers and introduce specialist sexual offence centres.

11. The Labour manifesto includes a reference to the murders of Raneem Oudeh and her mother, Khaola Slaeem. Raneem was abused, stalked and received threats to kill from her ex-partner and repeatedly reported this to Police. On the night that Raneem Oudeh and Khaola Saleem were murdered they called 999 four times.

12. Yvette Cooper has called for 'Raneem's Law'. This proposal would see domestic abuse specialists placed in 999 control rooms across the country and improve early intervention by introducing a stricter time limits for considering whether victims need a protective civil order. Police forces would also be required to have a dedicated officer overseeing the enforcement of protective orders.

Corporate & Strategic Implications

A view on the impact of the policy proposals is pending further information on their implementation.

Financial implications – pending further policy detail.

Resource implications – pending further policy detail.

Legal implications – pending further policy detail.

Risk implications – pending further policy detail.

Equalities implications – pending further policy detail.

Climate implications – pending further policy detail.

Security implications – pending further policy detail.

Conclusion

13. While the Government has set out some clear priorities it remains to be seen how this work will be scoped and what opportunities there are for inclusion of City interests (e.g. fraud against individuals and businesses).

Appendices

- Appendix 1 – Summary of Government Priorities for Policing ppt.

Oliver Bolton

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Summary of Government priorities for policing, including manifesto commitments, new legislation and ministerial portfolios

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September 2024



THE CITY OF LONDON

**POLICE
AUTHORITY**

The Labour Manifesto is structured around five 'missions' - each mission will be chaired by the Prime Minister and have a dedicated senior official as SRO

1. **Kickstart economic growth** to secure the highest sustained growth in the G7 – with good jobs and productivity growth in every part of the country making everyone, not just a few, better off.
2. **Make Britain a clean energy superpower** to cut bills, create jobs and deliver security with cheaper, zero-carbon electricity by 2030, accelerating to net zero.
3. **Take back our streets** by halving serious violent crime and raising confidence in the police and criminal justice system to its highest levels.
4. **Break down barriers to opportunity** by reforming our childcare and education systems, to make sure there is no class ceiling on the ambitions of young people in Britain.
5. **Build an NHS fit for the future** that is there when people need it; with fewer lives lost to the biggest killers; in a fairer Britain, where everyone lives well for longer.

Given the focus on neighbourhood policing for the Take Back Our Streets mission, our main avenue for engagement on fraud, economic and cybercrime, is via Economic Growth mission

The Manifesto cites the following as the five step plan to **'Take Back Our Streets'**:

1. Crack down on anti-social behaviour with more neighbourhood police.
2. Tough new penalties for offenders
3. A plan to get knives off our streets
4. A specialist rape unit in every police force
5. A network of Young Futures hubs

The Labour Manifesto made a specific commitments on fraud

However, it is clear from the coverage and pre-election discussions that the main focus is on public sector fraud, rather than fraud against the individual and businesses.

We will appoint a fixed-term Covid Corruption Commissioner and use every means possible to recoup public money lost in pandemic-related fraud and from contracts which have not delivered. And we will not tolerate fraud or waste anywhere, whether in social security or the excessive use of consultants.

[From section on Strong Foundations]

Labour will introduce a new expanded fraud strategy to tackle the full range of threats, including online, public sector and serious fraud. We will work with technology companies to stop their platforms being exploited by fraudsters.

[From section on Take Back Our Streets]

That said, the specific focus on the tech sector's role in combatting fraud is welcome.

Additionally, we have written to ministers to offer our support in the development of their 'expanded fraud strategy.'

Wider political context

Public finances are under significant pressure.

At the end of July, the Chancellor announced measures to address an additional £20bn deficit in the public finances inherited from the previous Government. This is in addition to the wider measures necessary to ensure public spending is within what the UK can afford. Significant pay rises within the public sector (including policing) will increase the need for savings elsewhere.

The Government has a significant majority, in the House of Commons, but remains outnumbered in the House of Lords – this will mean legislation implementing manifesto commitments should pass easily. However, bills outside of the scope of the manifesto are likely to receive more challenge in the upper chamber.

Cabinet experience within the new Government is limited. Given the time since the last Labour Government, few remain from that period.

Home Secretary



Yvette Cooper was appointed Secretary of State for the Home Department on 5 July 2024.

The Home Secretary has overall responsibility for all Home Office business including:

- Overarching responsibility for the departmental portfolio and oversight of the ministerial team
- Cabinet
- National Security Council (NSC)
- Public appointments
- Oversight of the security service

Yvette Cooper is the Labour MP for Pontefract, Castleford and Knottingley, and has been an MP since 1st of May 1997.

Home Office Ministerial Roles (subject to confirmation at time of writing)



Page 8
Dame Diana Johnson – Minister for Police and Crime Prevention (Minister of State)

- Policing Standards and Governance
- Neighbourhood Policing
- Fire policy and operations
- Public order, major events, and civil contingencies
- Criminal Justice System
- Young Futures
- Safer Streets

Dan Jarvis – Minister for Security (Minister of State)

- Counter terrorism and extremism
- State threats
- Cyber security and crime
- Serious and Organised Crime
- Oversight of the National Crime Agency
- Broader economic crime (excluding fraud)
- Anti-Corruption

Lord Hanson – Lords Minister (Minister of State)

- Fraud
- Departmental Finance
- Home Office business in the Lords
- Overseas Territories
- Public appointments and sponsorship
- Inquiries
- Union and Devolution

Home Office Ministerial Roles (subject to confirmation at time of writing)



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Dame Angela Eagle – Minister for Border Security & Asylum (Minister of State)

- Border Security Command
- Asylum policy
- Asylum accommodation
- Returns and removals
- Irregular migration policy
- Organised immigration crime
- Foreign national offenders
- Immigration Enforcement
- Small boat arrivals



Jess Phillips – Minister for Safeguarding and Violence Against Women & Girls (Parliamentary Under-Secretary of State)

- Safeguarding against all crime types, including: rape, violent crime, domestic abuse, child sexual abuse and exploitation, sexual offences, all violence against women and girls (VAWG) crime types, hate crime, modern slavery victims, spiking
- Oversight of ALBs: Disclosure and Barring Service, Gangmasters and Labour Abuse Authority, Security Industry Authority, Director of Labour Market Enforcement (joint with DBT)



Seema Malhotra – Minister for Immigration & Citizenship (Parliamentary Under-Secretary of State)

- Legal migration policy
- Immigration rules and Visa policy
- Windrush Compensation Scheme
- Future Borders and Immigration System
- HM Passport Office
- General Register Office
- Border Force operations
- Safe and legal routes and resettlement

Messaging from the Home Secretary to Chief Constables and Police and Crime Commissioners

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- Clear focus on delivering manifesto commitment 13,000 new police and PCSOs
- There is no new money [noting the tension with the commitment above]
- Tackling violence against women and girls is a priority
- Strong focus on ASB
- Prison capacity issues mean we need to think of alternative disposals for appropriate cases
- Encouragement to pursue partnership working both within policing and with those outside policing

Bills announced in the King's Speech with direct implications for the City of London Police

- **Crime and Policing Bill [Home Office]**

The Bill focuses on community policing and delivering higher policing standards by expanding the powers of HM Inspectorate of Constabulary and Fire & Rescue Services to intervene in failing police forces and introducing higher mandatory national vetting standards. The Bill will 'crackdown on anti-social behaviour' thorough new Respect Orders, fast-tracked Public Spaces Protection Orders and new powers to tackle anti-social use of off-road bikes. It will create a new specific offence of assaulting a shopworker and tackle low level shoplifting. It will strengthen the law to tackle exploitation of children for criminal purposes and provide specialist responses to violence against women and girls.

- **Terrorism (Protection of Premises) Bill [Home Office]**

The Terrorism (Protection of Premises Bill) – known as Martyn's Law – mirrors a Bill presented under the previous Government and will strengthen the security of public events and venues and implement the findings of the inquiry into the Manchester Arena attack. The City of London contributed to the pre-legislative scrutiny of the Bill in the last Parliament. The Bill will require those responsible for certain premises and events to take steps to mitigate the impact of a terrorist attack and reduce harm in the event of one occurring.

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Other Bills of note

- ***Victims, Courts and Public Protection Bill [Ministry of Justice]***

This Bill aims to deliver on the Government’s promise “to put the needs of victims first.” Its measures will seek to ensure that victims of crime and antisocial behaviour get the support they need, strengthen the powers of the Victims’ Commissioner, require offenders to attend their sentencing hearings, reduce delays in the courts system by allowing Associate Prosecutors to work on appropriate cases, and give the public increased protections from sex offenders.

- ***Cyber Security and Resilience Bill [Department for Science, Innovation and Technology]***

The Bill will update the existing UK regulations regarding cyber security, which reflect laws inherited from the EU. The Bill will update the regulatory framework to better protect digital services by expanding the remit of the regulations, put regulators on a stronger footing to ensure cyber safety measures are being implemented, and mandating increased incident reporting to give government better data on cyber attacks.

- ***Border Security, Asylum and Immigration Bill [Home Office]***

This Bill will introduce new offences such as enabling the advertising the services of a migrant smuggling group and precursor offences such as relating to the supply of materials needed to facilitate organised crime gangs.

Agenda Item 9

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Committees: Digital Service Committee - for decision Police and Authority Board – for decision City Bridge Foundation – for decision Projects and Procurement Sub Committee – for information	Dates: 24 July 2024 04 September 2024 19 September 2024 23 September 2024
Subject: Public Switched Telephone Network (PSTN) Replacement Unique Project Identifier: 12453	Gateway 2: Project Proposal Regular
Report of: Chamberlain Report Author: Nishat Faruque	For Decision
<h2 style="margin: 0;">PUBLIC</h2>	

Recommendations

1. Next steps and requested decisions	<p>Project Description: By 31 January 2027, the Public Switched Telephone Network (PSTN) and the Integrated Services Digital Network (ISDN) will be switched off nationally and must be replaced by an IP (Internet Protocol) fibre-based network and infrastructure. The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections, and although the deadline for MPF to IP migrations is 2030, the project will aim to migrate these connections by 2027 to ensure a smooth transition to IP only services.</p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps: Following approval, the project will engage a third party to conduct a thorough audit of analogue connections. This will help us identify necessary actions, provide an estimation of costs related to the transition and plan the next steps accordingly.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That a budget of £200,000 is approved for the appointment of a consultant to reach the next Gateway,
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	<p>subject to the release of funds by Resource Allocation Sub Committee, Policy and Resource Committees and the City Bridge Foundation (CBF) Board.</p> <ol style="list-style-type: none"> 2. Note the total estimated cost of the project is subject to an audit of our current state. 3. Note that that an indicative amount of £2.5m has been put forward under the City’s Capital and Supplementary Revenue (SRP). 4. That a Costed Risk Provision of £50,000 is approved up to the next Gateway as detailed in the Risk Register in Appendix 2. 																
<p>2. Resource requirements to reach next Gateway</p>	<table border="1" data-bbox="504 712 1362 1682"> <thead> <tr> <th data-bbox="504 712 735 857">Item</th> <th data-bbox="735 712 983 857">Reason</th> <th data-bbox="983 712 1171 857">Funds/ Source of Funding</th> <th data-bbox="1171 712 1362 857">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="504 857 735 1256">PSTN Consultant</td> <td data-bbox="735 857 983 1256">To identify the locations and extent of required works, to provide available options to manage migrations</td> <td data-bbox="983 857 1171 1256">City Fund: 57% City Estate: 38% CBF: 5%</td> <td data-bbox="1171 857 1362 1256">£150,000</td> </tr> <tr> <td data-bbox="504 1256 735 1615">Internal Programme Resources</td> <td data-bbox="735 1256 983 1615">To support with the coordination of the audit, analysis of data, stakeholder engagement</td> <td data-bbox="983 1256 1171 1615">City Fund: 57% City Estate: 38% CBF: 5%</td> <td data-bbox="1171 1256 1362 1615">£50,000</td> </tr> <tr> <td data-bbox="504 1615 735 1682">Total</td> <td data-bbox="735 1615 983 1682"></td> <td data-bbox="983 1615 1171 1682"></td> <td data-bbox="1171 1615 1362 1682">£200,000</td> </tr> </tbody> </table> <p data-bbox="504 1720 1437 1832">Costed Risk Provision requested for this Gateway: £50,000 (as detailed in the Risk Register – Appendix 2). The CRP will be funded by City Fund, City Estate and City Bridge Foundation.</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	PSTN Consultant	To identify the locations and extent of required works, to provide available options to manage migrations	City Fund: 57% City Estate: 38% CBF: 5%	£150,000	Internal Programme Resources	To support with the coordination of the audit, analysis of data, stakeholder engagement	City Fund: 57% City Estate: 38% CBF: 5%	£50,000	Total			£200,000
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Total			£200,000														
<p>3. Governance arrangements</p>	<ul style="list-style-type: none"> • Service Committee: Digital Services Committee 																

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	<ul style="list-style-type: none"> • SRO: Sudeep Chatterjee, DITS (Digital, Information and Technology Services) Assistant Director Cloud Infrastructure & Security • Project Manager: Nishat Faruque • Governance: PSTN Replacement Project Board TBC
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Project Summary

Context	<ol style="list-style-type: none"> a. The Public Switched Telephone Network (PSTN) is scheduled to be switched off on 31 January 2027 and traditional landline connections must be replaced with Internet Protocol (IP)-based services. b. Provided by BT Openreach, the PSTN is the analogue copper cable telephone network that has been in use since 1876. As well as landline services, the PSTN also provides standard broadband and fibre-to-the-cabinet (FTTC) broadband services via fibre optic cables. c. Services rely on PSTN for critical functionality such as telephony, payment machines, emergency lines and fire alarm systems, so moving to a modern, fit for purpose alternative before the end of January 2027 is crucial. PSTN Systems and equipment that are incompatible with IP, may also need replacing. d. The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections. The deadline for MPF to IP migrations is 2030.
4. Brief description of project	<ol style="list-style-type: none"> a. The project plan includes conducting a comprehensive audit of our current analogue connections, which aims to support a more accurate cost estimation and strategic planning for required upgrades. b. Conducting an audit of our current state will assist in identifying the number of connections in operation, their locations, purposes, and the compatibility of existing hardware with IP. It is also predicted to identify a number of connections that are no longer required. c. The overarching goal of the project is to co-ordinate the replacement of all of the Corporation’s analogue connections by January 2027, address potential disruptions and ensure uninterrupted functionality of essential business services across sites managed by the Corporation. This includes both PSTN and MPF connections.

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	<ul style="list-style-type: none"> d. The project will directly manage the migration of connections under DITS (Digital Information and Technology Services) contracts. These include City of London Police sites, as well as the City Bridge Foundation, Barbican Centre, Guildhall School of Music and Drama (GSMD) and the Schools. e. If the audit identifies other locally contracted connections, the project will work with the responsible department to migrate them. f. Analogue connections to Residential and Investment Properties are not in scope for replacement within the context of this project. These are to be managed by Housing and Investment Property Group respectively.
<p>5. Consequences if project not approved</p>	<ul style="list-style-type: none"> a. With Openreach ceasing PSTN services in 2027, the transition must be completed to ensure uninterrupted service provision. b. Any equipment that currently uses the PSTN will stop working. Some examples are alarms, EPOS machines (electronic point of sale), door entry systems, CCTV, faxes, emergency care lines. c. The Integrated Services Digital Network (ISDN) will also stop working. d. MPF connections will cease in 2030. e. An audit of our existing analogue infrastructure must be carried out to be able to make an informed decision on which technologies to migrate to.
<p>6. SMART project objectives</p>	<ul style="list-style-type: none"> a. Conduct an audit on all of the Corporation’s analogue business connections. b. Ensure that all analogue connections are ceased or replaced with an alternative IP based solution by the start of 2027. c. Replace any equipment, asset or component that is not compatible with IP. d. PSTN replacement is completed with minimal disruption for end users; engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives. e. Ensuring compatibility and integration with existing systems and future technologies. f. Adhering to regulatory requirements and industry standards throughout the transition process.
<p>7. Key benefits</p>	<ul style="list-style-type: none"> a. By undertaking this project, we ensure full compliance with Openreach standards and alignment with industry requirements.

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	<p>b. Other benefits include:</p> <ul style="list-style-type: none"> • simplifying and future proofing our systems • reducing costs • boosting sustainability • enabling a more flexible workplace <p>The project will have a better understanding of benefits after a comprehensive audit on all analogue connections.</p>
8. Project category	7b. Major renewals, typically of a one-off nature (supplementary revenue)
9. Project priority	A. Essential
10. Notable exclusions	<p>a. The project will audit and facilitate the replacement of PSTN in and around sites managed by the Corporation.</p> <p>b. While the project will cover the costs for purchasing and installing necessary hardware, and other associated costs, such as cost for project management resources, the responsibility for managing the purchase and installation of systems (such as lifts, emergency care lines, Building Management System, and fire alarms) lies with the Facilities Manager or the responsible department.</p> <p>c. IPG and residential connections are not included in the PSTN Replacement Project.</p>

Options Appraisal

11. Overview of options	<p><u>1.</u> Do nothing – this option is not recommended as it will expose the Corporation to significant risk. Refer to Section 5 above.</p> <p><u>2.</u> Audit and migrate PSTN connections only to address the January 2027 deadline.</p> <ul style="list-style-type: none"> • This option would alleviate any immediate risks to the business once PSTN is switched off. • Ensures that there is no undue pressure on resources. • Does not allow planning for the MPF migration. <p><u>3.</u> Audit and migrate all analogue connections by January 2027, prioritising sites with PSTN connections. Note that some sites contain both MPF and PSTN connections, in which case the project will aim to migrate all connections at those sites at the same time.</p>
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	<ul style="list-style-type: none"> • Addresses the immediate risks to the business. • Auditing all connections may provide immediate cost benefits as well as ensuring that the Corporation is prepared for MPF replacement in terms of costs, resources and lessons learned. • Delivering the upgrade to IP into two priority groups will mean that there is no undue pressure on resources. • Aligns with the bid cycle structure. Following the audit's conclusion, the MPF migration requirements will become more defined. Subsequently, a capital bid can be formulated for 25/26 based on these assessments.
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Project Planning

<p>12. Delivery period and key dates</p>	<p>Overall project: All PSTN connections to be ceased or migrated to IP technology by 31 January 2027.</p> <p>Key dates:</p> <p>Start audit/discovery work: November 2024</p> <p>G3/4/5: April 2025</p> <p>Start works: June 2025</p> <p>Practical Completion: January 2027</p> <p>G6: February 2027</p> <p>Other works dates to coordinate: None that the project is aware of.</p>
<p>13. Risk implications</p>	<p>Overall project risk: Medium</p> <p>The most significant risks relate to uncertainty around costs. Until the audit process is completed all migration costs are estimated.</p> <p>There is also a risk that our third-party suppliers for lifts, fire alarms and other components are not ready for the change to IP. The project will investigate alternative solutions, such as copper to IP converters, and will work with the responsible departments to ensure that the risk of down-time is mitigated. An audit of the current state will inform the necessary adjustments.</p> <p>Costed Risk Provision (CRP) will be estimated after the audit has been completed in Gateway 2.</p> <p>Further information available within the Risk Register (Appendix 2)</p>

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14. Stakeholders and consultees	<ul style="list-style-type: none"> a. City Surveyor’s – Corporate Property Group, Facilities Management, b. City of London Police c. Chamberlain’s – IT, Finance, Procurement d. Capital Bids team. e. Corporate Projects f. Barbican Estate g. Markets h. Housing i. Environment – Strategic infrastructure j. Daisy Corporate Services k. BT Business l. BT Openreach m. CBF – Operational & Finance Teams
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Resource Implications

15. Total estimated cost	<p>Likely cost range (excluding risk): £2.5m</p> <p>Likely cost range (including risk): To be confirmed in the next Gateway.</p> <p>The costs will be determined based on the outcomes of the audit. Presently, an indicative amount of £2.5 million has been allocated for utilisation in the years 2024/25.</p>											
16. Funding strategy	<p>Choose 1:</p> <p>All funding fully guaranteed</p>	<p>Choose 1:</p> <p>Internal - Funded wholly by City's own resource</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Funds/Sources of Funding</th> <th style="text-align: right;">Cost (£m)</th> </tr> </thead> <tbody> <tr> <td>City Fund</td> <td style="text-align: right;">1.425</td> </tr> <tr> <td>City Estate</td> <td style="text-align: right;">0.950</td> </tr> <tr> <td>City Bridge Foundation</td> <td style="text-align: right;">0.125</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">2.500</td> </tr> </tbody> </table> <p>This was submitted in the new bids process for 24/25, an indicative amount of £2.5m was approved, with the acknowledgment that the amount would change when a more detailed assessment was undertaken.</p> <p>Note that allocations for future funding are provisional at this stage of the project and will be revised based on the findings of the audit. The final funding breakdown will be agreed in consultation with Chamberlain’s and City Bridge Foundation.</p> <p>In the event that the investigation reveals the need for additional funding, this will be documented during Gateway 3/4.</p>	Funds/Sources of Funding	Cost (£m)	City Fund	1.425	City Estate	0.950	City Bridge Foundation	0.125	Total	2.500
Funds/Sources of Funding	Cost (£m)											
City Fund	1.425											
City Estate	0.950											
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Total	2.500											

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	At that point, Members will have the choice to either reduce or approve additional funding. Costs beyond £2.5m will come from future allocations of capital funds.
17. Investment appraisal	None. An investment appraisal may be carried out in the next Gateway.
18. Procurement strategy/route to market	There will be two procurement streams relating to this project. <ul style="list-style-type: none"> a. Procurement 1: In relation to Gateway 1 and 2, the Commercial Service will procure a contract for a PSTN consultant to carry out an audit on PSTN and MPF connections. b. Procurement 2: The procurement strategy for the latter part of the project is dependent on the findings of the PSTN and MPF audit and will be undertaken by Commercial Service.
19. Legal implications	None.
20. Corporate property implications	The project has reached out to the City Surveyor Facilities Management team to inform them about the upcoming project. Once an audit is conducted, we will clarify the requirements of Facilities Management and related departments. The audit will identify the locations needing work and assess available options for management.
21. Traffic implications	No traffic implications at this Gateway.
22. Sustainability and energy implications	There may be relevant sustainability impacts associated with this project, but they will be considered at a later Gateway.
23. IS implications	The project needs to ensure that any new technology acquired due to the migration to IP aligns with the DITS strategy. Further implications will be clarified upon completion of the audit.
24. Equality Impact Assessment	An equality impact assessment will not be undertaken
25. Data Protection Impact Assessment	The risk to personal data is less non-applicable and a data protection impact assessment will not be undertaken

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Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register

Contact

Report Author	Nishat Faruque
Email Address	Nishat.faruque@cityoflondon.gov.uk

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	12453	[1b] Departmental Reference Number	PRJ-1213
[2] Core Project Name	Public Switched Telephone Network (PSTN) Replacement		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Yes
[5] Senior Responsible Officer	Sudeep Chatterjee
[6] Project Manager	Nishat Faruque, DITS Project Manager

Description and purpose
[7] Project Description
<p>The Public Switched Telephone Network (PSTN) is scheduled to be switched off on 31 January 2027, and traditional landline connections must be replaced with Internet Protocol (IP)-based services.</p> <p>Provided by BT's Openreach, the PSTN is the analogue copper cable telephone network that has been in use since 1876. As well as landline services, the PSTN also provides standard broadband and fibre-to-the-cabinet (FTTC) broadband services via fibre optic cables.</p> <p>Services rely on PSTN for critical functionality such as telephony, payment machines, emergency lines and fire alarms systems, so replacing these with a modern, fit for purpose alternative before January 2027 is crucial. Systems and hardware reliant on PSTN, that are incompatible with IP, may also need replacing.</p> <p>The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections. Although the deadline for MPF to IP migrations is 2030, the project will aim to migrate these connections by 2027 to ensure a smoother transition to IP services.</p> <p>The project plan includes conducting a comprehensive audit of our current analogue connections, which will support more accurate cost estimation and strategic planning for required upgrades. The overarching goal of the project is to coordinate the replacement of all of the City's analogue connections, address potential disruptions and ensure uninterrupted functionality of essential business services across sites managed by the Corporation.</p> <p>Analogue connections to Residential and Investment Properties are not in scope for replacement within the context of this project. These are to be managed by Housing and IPG respectively.</p>
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
<p>With BT ceasing analogue services, the transition must be completed to ensure uninterrupted service provision. This project will oversee the transition from analogue to digital systems and address the technical challenges associated with migrating.</p> <p>The switch is an opportunity for the Corporation to simplify and future proof systems, reduce costs, boost sustainability, and enable a more flexible workplace.</p>

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[9] What is the link to the City of London Corporate plan outcomes?					
[3] People have equal opportunities to enrich their lives and those of others and reach their full potential.					
[4] Communities are cohesive and have suitable housing and facilities.					
[5] Businesses are trusted and socially and environmentally responsible.					
[6] We have the world's best regulatory framework and access to global markets.					
[7] We are a global hub for innovation and enterprise.					
[9] Our spaces are secure, resilient, and well-maintained.					
[11] Our spaces are digitally and physically well-connected and responsive.					
[12] Our spaces inspire excellence, enterprise, creativity, and collaboration.					
[10] What is the link to the departmental business plan objectives?					
Links to Digital, Information and Technology Service Business Plan Objectives;					
<ul style="list-style-type: none"> • To provide "Brilliant Basics" • To remove complexity across the organisation • To enable and accelerate collaboration & transformation • To converge appropriate services across Institutions • Deliver high quality services that meet the needs of our customers • Drive systems and process improvements to increase automation and self-service to deliver more proactive added value support 					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	Y
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	Y

Project Benchmarking:					
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?					
<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>					
1) PSTN replacement is completed by the respective deadlines with minimal disruption for services and service users. Engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives is crucial.					
2) Ensuring compatibility and integration with existing systems and future technologies.					
3) Adhering to regulatory requirements and industry standards throughout the transition process.					
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)					
1) Completion Timeliness: Measure the actual completion date against the planned timeline.					
2) Service Continuity: Assess the downtime and functionality of critical services post-transition through user feedback and system performance metrics.					
3) Cost Efficiency: Compare actual project costs to the budget allocated for the transition.					
4) User Satisfaction: Conduct surveys or interviews to gather feedback on user experience with the new systems and services.					

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<p>5) Compliance: Verify adherence to regulatory guidelines and industry standards through audits and compliance checks.</p> <p>6) Reliability: Monitor system uptime, response times, and incident reports to evaluate reliability.</p> <p>7) Minimal Disruption: Track the number and duration of disruptions during the transition phase.</p> <p>8) Compatibility: Assess the integration and interoperability of new systems with existing infrastructure and future technologies.</p> <p>9) Risk Management: Evaluate the effectiveness of risk mitigation strategies based on the frequency and severity of identified risks.</p> <p>10) Stakeholder Engagement: Measure stakeholder satisfaction and involvement levels through feedback surveys, meeting attendance, and communication logs.</p>
[14] What is the expected delivery cost of this project (range values) [£]?
<p>Lower Range estimate: £2.5m</p> <p>Upper Range estimate: To be confirmed at Gateway 3/4.</p> <p>Costs are dependent on findings of the analogue connections audit.</p>
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs) [£]:
N/A. No on-going revenue costs.
[16] What are the expected sources of funding for this project?
(In £m) City Fund - 1.375, City's Cash - 0.925, CBF - 0.200. Total - £2.5m.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
<Critical deadline(s):> PSTN will be switched off at the end of January 2027. All connections must be replaced by this point.

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No. Engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives is necessary. This will be managed through the project.	
[19] Who has been actively consulted to develop this project to this stage?	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Yasin Razaaq
Chamberlains: Procurement	Officer Name: Aga Watt
IT	Officer Name: Zakki Ghauri, Sam Collins, Chris Rawding, Jonathon Chapman
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: Paul Friend, Matt Baker
External	Daisy Corporate Services, BT, Openreach, Elite Group
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:	
<p>Please note the Client supplier departments.</p> <p>Who will be the Officer responsible for the designing of the project?</p> <p>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</p>	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage:

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	<Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>
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City of London: Projects Procedure Corporate Risks Register

Project Name:	PSTN Replacement	PM's overall risk rating:	Medium	CRP requested this gateway	£ 50,000	Average unmitigated risk	3.0	Open Risks	2
Unique project identifier:	PV12345	Total estimated cost (exc risk):	£ 2,500,000	Total CRP used to date	£ -	Average mitigated risk score	0.0	Closed Risks	0

General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	2	(4) Contractual Partnership	There may be more sites and connections to audit than originally planned.	This could cause delays depending on availability of the PSTN consultant, as well as financial implications.	Possible	Minor	3	£150,000.00	Y - for mitigation costs	B - Fairly Confident	Initiate early engagement with suppliers. Collaborate with property and contract managers to identify the connections currently being funded by the business.	£35,000.00			£35,000.00		£0.00	CRP will be used to extend the contract with the supplier, to cover additional connections and sites.			Nishat Faruque		
R2	2	(2) Financial	The discovery period may take longer than originally planned.	The project may have to finance additional resources for a longer period	Possible	Minor	3	£50,000.00	Y - for mitigation costs	B - Fairly Confident	Conduct a thorough resource planning exercise upfront. This would involve estimating the required resources and their duration based on realistic project timelines and potential delays.	£15,000.00			£15,000.00		£0.00	CRP will be used to cross charge internal programme resource against the project budget.			Nishat Faruque		
R3							£0.00					£0.00			£0.00		£0.00						
R4							£0.00					£0.00			£0.00		£0.00						
R5							£0.00					£0.00			£0.00		£0.00						
R6							£0.00					£0.00			£0.00		£0.00						
R7							£0.00					£0.00			£0.00		£0.00						
R8							£0.00					£0.00			£0.00		£0.00						
R9							£0.00					£0.00			£0.00		£0.00						
R10							£0.00					£0.00			£0.00		£0.00						
R11							£0.00					£0.00			£0.00		£0.00						
R12							£0.00					£0.00			£0.00		£0.00						
R13							£0.00					£0.00			£0.00		£0.00						
R14							£0.00					£0.00			£0.00		£0.00						
R15							£0.00					£0.00			£0.00		£0.00						
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R50							£0.00					£0.00			£0.00		£0.00						
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R55							£0.00					£0.00			£0.00		£0.00						
R56							£0.00					£0.00			£0.00		£0.00						
R57							£0.00					£0.00			£0.00		£0.00						
R58							£0.00					£0.00			£0.00		£0.00						

Committee(s): Police Authority Board – For discussion	Dated: 04/09/2024
Subject: City of London draft Victims Strategy	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities / vibrant thriving destination
Does this proposal require extra revenue and/or capital spending?	N – there is additional spend but it is funded within existing budgets
If so, how much?	See paragraph 7
What is the source of Funding?	City Police and Police Authority budgets
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Temporary Commissioner, Town Clerk	For discussion
Report author: Matthew Ebbs (City Police), Charles Smart (Police Authority team)	

Summary

This is a cover report explaining the context for, and development of, the City’s first victims strategy – attached at Appendix 1. The strategy is provisionally scheduled for publication later in September.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. Over the past year, the City of London Police and Corporation’s Police Authority team have jointly drafted a Victims Strategy. It contains new strategic priorities and measures for local policing, the Police Authority and wider Corporation on victims, and summarises the victims’ content of the City Police’s National Policing Strategy for Fraud, Economic and Cyber-crime.
2. As set out in the strategy’s context section (p.4 of Appendix), it has three main objectives:

- To make sure the City is ready to deliver both the specific aims of the Victims and Prisoners Act 2024 and embody its wider goal to put victims firmly at the heart of the criminal justice system
 - To detail how we will deliver our local commitment to put victims at the heart of everything we do, both in the City Police and with action from the Police Authority and wider Corporation
 - To increase trust and confidence in the police by improving services and outcomes for victims
3. Prior to the development of this strategy, the City Police had already been assessed by HM Inspectorate of Constabularies as being “*among the best in England and Wales at obtaining the best outcomes for victims*”, and the City Police continues to maintain a very high positive outcome rate for reported offences.
 4. As such, this strategy has not been developed in response to any external recommendations or identification of issues, but is rather a way to give a clearer strategic and measurement framework to existing work, and – as above – an opportune point to ready ourselves for new national legislation.
 5. In developing this strategy we reviewed national evidence, national and local survey responses, and local performance (with conclusions set out in Section 1 of the strategy), and shared the draft with several external organisations with a specific interest in this work¹ and PAB Members for comment. In practice, we received (and have incorporated) detailed feedback from MOPAC and the London Victims Commissioner’s team.
 6. Members should note, however, that this is very much ‘step 1’ of wider engagement – the strategy is meant, in part, to act as a springboard for engagement with a range of external partners and specific measures on this are set out in Section 1. This, along with the various measures on analysis and evidence-gathering, will inform future reviews of our strategic approach - it is intended to be flexible.
 7. The strategy contains several new measures with some cost associated, all of which are met from existing budgets:
 - A team to co-ordinate and lead the strategy, including new victims service manager – *drawn from within City Police headcount*
 - Launching a Victim Voice Forum with MOPAC - *£TBD, to be funded from Police Authority budget*
 - ‘Beacon’ membership of the Employers Initiative on Domestic Abuse – *c. £45,000, to be funded from Police Authority budget*
 8. As set out in the strategy, progress and performance against the management framework will be reported to SPPC, and overseen by a working-level victims services board.

¹ MOPAC, London Victims Commissioner, APCC, City of London IASG

Current Position

9. The strategy is presented in near-final draft, subject to any final comments or suggestions from Members. There is no set date for publication but, provisionally, this will be later in September – an internal and external comms plan will be developed for this and can be shared with Members outside of committee if desired. The delivery timeline following publication is set out in the strategy document.

Conclusion

10. This report sets out that City Police and the Police Authority have developed a victims strategy to give a clearer framework for ongoing work, and ready the organisations for new national legislation. Members are invited to discuss the draft strategy ahead of likely publication later this month.

Appendices

- Appendix 1 – draft City of London Victims Strategy

Matt Ebbs

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City of London Victims Strategy



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Executive summary

This is the City of London’s first comprehensive victims strategy. In the context of the rising priority of victims services and outcomes nationwide, and the vital link between these and trust and confidence in policing, it sets out in detail how we will deliver our commitment to put victims at the heart of all we do.

The City of London – the Square Mile – is a unique policing environment. The presence of a temporary workday population 70 times larger than the number of permanent residents, the City of London Police’s multiple national responsibilities on fraud, economic and cyber-crime, and the structure of the City’s relationship with the London policing area that encompasses it, all have significant implications for our approach, that are explained in detail in the next context section.

Measures in this strategy are split into three sections:

- Section 1 covers the City Police’s roles and priorities for victims locally, in the Square Mile. Drawing on a review of national evidence and current local performance, it sets four priorities to improve information and advice, ensure procedural justice for victims, enhance multi-agency working, and professionalise services. A fifth set of enabling measures will improve performance management, resourcing, and governance.
- Section 2 covers the City Police’s roles and responsibilities around victims of fraud, economic, and cyber-crime. It does not set out new initiatives, but summarises the priorities and measures to improve victim outcomes and experiences set out in the City Police’s recent National Policing Strategy for Fraud, Economic, and Cyber-Crime.
- Section 3 covers how the City of London Police Authority Board (our PCC equivalent) and the City of London Corporation (our local authority) will contribute to improving victim outcomes. It focuses on how these two bodies will represent and promote victims’ interests internally (within the Corporation and among its public sector partners) and externally (through engagement with the City’s businesses and employers).

Together, these sections aim to make sure the City is ready to implement the local aspects of the Victims and Prisoners Act 2024, to explain in detail how we will deliver our existing commitment to put victims at heart of all we do, and to increase trust and confidence in policing by improving services and outcomes for victims.

This is a three-year strategy running into 2027, and contains a more detailed delivery timeline for specific measures. It also sets out our new monitoring framework for measuring and assessing the impact of this strategy and our wider performance on victims outcomes and experiences.

Context for this strategy

There are three principal pieces of context that have informed the production of this strategy. The first is the rising national priority of victims services and outcomes. In May 2024 the government passed a Victims and Prisoners Act to amplify victims' voices, improve their support, and strengthen the transparency and oversight of local criminal justice agencies, alongside enacting a wider package of measures to put victims at the heart of the criminal justice system.

Secondly the City of London's current Policing Plan has a priority to '*put victims at the heart of all we do*'. Lastly, there has been a sustained fall in public trust and confidence in policing nationally, of which – given the well-evidenced link between personal contact with the police and individuals' confidence in policing – victims services and experiences are a critical component. As such, this strategy has three underlying objectives:

1. To make sure the City is ready to deliver both the specific aims of the Victims and Prisoners Act and embody its wider goal to put victims firmly at the heart of the criminal justice system
2. To detail how we will deliver our local commitment to put victims at the heart of everything we do, both in the City Police and with action from the Police Authority and wider Corporation
3. To increase trust and confidence in the police by improving services and outcomes for victims

Our approach to delivering these objectives is shaped by three aspects of unique local circumstance.

First, the City of London is a unique policing environment with – in an area of just over one square mile – a very small permanent residential population (of c. 8,600) and very large temporary populations of workers (over 600,000 a day) and visitors (over 21 million a year). This means that the large majority of both victims and perpetrators of crime (particularly serious crime) do not live in the City, and so some traditional "whole system" interventions for victims – such as around housing and social services – are of limited relevance.

Second, in contrast to other territorial policing areas, the City of London is not responsible for commissioning its own victim support services. Victims in the City are instead primarily referred to the wider London Victim and Witness Service commissioned by the London Mayor's Office for Policing and Crime (MOPAC). This means that our strategy focusses on the aspects of victim support and experience that are within our control and influence, mainly their contacts with the City of London Police and points of handover with other local justice sector agencies.

Alongside the measures in this strategy we are committed to deepening our collaboration with MOPAC, with focusses on understanding victim journeys throughout the justice system (including specifically of City victims referred to MOPAC-commissioned services), on working jointly on ways to improve victim experience and satisfaction, and on learning from each other's work to improve services. Section 3 also contains a specific measure to jointly commission a new 'victim voice forum' with MOPAC.

Lastly, the City of London Police has unique national roles and responsibilities around victims of fraud and cyber-crime¹, as it runs the national fraud and cyber-crime reporting and analysis service², the National Economic Crime Victim Care Unit, and undertakes local and national fraud investigations. Our strategy for these areas is summarised here, but covered in more detail in the strategy published in November 2023³.

Although we do not set out specific measures related to it, it is important to recognise that many victims currently experience lengthy waits for a court date and trial outcome as a result of high caseloads and backlogs in the criminal courts. To us, this underscores the importance of improving the aspects of victim support and experience that are within our control, and working closely with justice sector partners to better understand victims' journeys throughout the system.

¹ It is the National Lead Force for fraud and the NPCC lead for economic crime and the cyber portfolio

² Currently Action Fraud, which is being replaced by a new improved service in 2024

³ The National Policing Strategy for Fraud, Economic and Cyber-crime - [link](#)

Section 1 – Local victim support

This section of the strategy sets out the evidence base, priorities, and specific measures for improving the services provided locally (i.e. to victims in the Square Mile) by the City of London Police.

1.1 - National and local evidence review

Our priorities and measures have been shaped by a review of national evidence and an internal assessment of our current performance.

Nationally, there is limited specific quantitative research about what victims themselves say they want from the police or the wider justice system. A 2021 Victims Commissioner survey⁴ suggests the most important factors for victims are having their crime investigated (48%), being treated fairly and respectfully by police (38%), and the perpetrator being charged or arrested (both 24%), and we have not found other survey evidence that contradicts this.

A notable finding in available research is that only a minority of victims – about one in five (20%) – wants any form of information, advice, or support⁵. It is important to note that this relates to victims of all crime, of whom the majority are victims of less serious offences.

Victims are significantly more likely to want support if they perceive their incident as serious⁶, which suggests both that victims of more serious crimes will generally need more support but also that self-assessment is very important – that is, the victim's wishes should carry more weight than the crime type in determining need for subsequent support.

There is more published research on how services should be designed to best support victims. A 2016 evidence review of what works to support victims of crime conducted by the Victims Commissioner⁷ concluded that the following are most important:

- *Good information and communication* about the justice process, the progress of their case, and the types of support services available and what they offer, all in an easily-understandable format and from a source that is easily contactable and responsive, with a mix of automated and personalised messaging.
- *'Procedural justice'* – making victims aware of their rights and helping them access services (and so having good relationships with those partner organisations), and treating them fairly and considerately during the process, in particular the police being sympathetic.

⁴ [2021 Victims Commissioner survey](#)

⁵ [CSEW 2020](#) and [2013 MoJ research](#). Again, we have not found other survey evidence that contradicts this.

⁶ Op Cit MoJ 2013

⁷ [2016 Victims Commissioner evidence review](#)

- *Multi-agency working* – effective working relationships across public and voluntary organisations, that makes processes less confusing for victims and avoids duplicating the same work. A greater focus on ‘lower risk’ cases to aid prevention of future crimes would also be beneficial.
- *Professionalism of victims services* – ideally a single point of contact for victims, who is a trained professional that can provide practical information as well as emotional support.

The conclusions of this 2016 evidence review are supported by recent qualitative research on the London Victims and Witness Service published in 2022⁸. This identified three common themes from victim and practitioner sessions – better education about and preparation for justice system processes, earlier identification and intervention on victims’ needs, and better coordination of support services.

We have also conducted internal analysis of the City Police’s current volumes of victims, referral to support services, and performance in service provision. The key findings are that:

- Only a small proportion of recorded crimes in the City result in a referral to support services – about 10% (c. 200-250 referrals against c. 2500 total recorded offences⁹ a quarter)
- The proportion who then take up the referral offer is also about 10% (c. 20 a quarter)
- This is consistent with both the City’s crime profile (with low levels of high-harm crime for which support is more often offered and accessed) and findings from national research that only a minority of victims want further information, advice, or support following the reporting of a crime. However, it may also indicate referral issues and unmet need
- Service take-up is higher for City victims of higher-harm crime or with higher perceived needs – 19% for Enhanced Priority Referrals¹⁰, 43% for victims of domestic abuse, and 34% for repeat victims
- While performance is steadily increasing, there remains scope to improve compliance with the Victim Code of Practice and completion of Victims Needs Assessments
- Historical response rates to our victim satisfaction have been very low which has hindered our ability to understand demographics and trends. The rollout of our new surveying platform presents a major opportunity to increase take-up and reach

While this identifies some specific issues that this strategy seeks to address, the City Police’s most recent PEEL assessment by HM Inspectorate of Constabularies, Fire and Rescue Services (HMIFCRS) found that overall the City *“records crimes well and is among the best in England and Wales at obtaining the best outcomes for victims”*¹¹. Indeed, the City Police currently maintain England and Wales’s highest positive outcome rate for identifying and

⁸ [MOPAC victims strategic needs assessment](#)

⁹ This includes some crimes with no identifiable victim, such as some public order, ASB, and possession offences. Exact breakdowns of the number of these crimes in the City each quarter were not available for this evidence review.

¹⁰ Those with enhanced entitlements under the Victims Code of Practice due to vulnerability, being the victim of a more serious crime, or having been persistently targeted

¹¹ [21/22 PEEL report](#)

apprehending offenders. As above, survey evidence shows this is one of the most important factors for most victims.

The PEEL report found several areas for improvement that align with our internal analysis - that the City Police don't always carry out an assessment of the needs of victims at an early stage and record requests for additional support, and that they should improve the recording of victims wishes prior to closing investigations.

1.2 - Conclusions of evidence review

The conclusions of our evidence review are that:

- The measures in our strategy should align with national evidence and seek to improve information and communication, procedural justice, multi-agency working, and professionalism of services
- For most victims, their priority is how their case is recorded and investigated by the police and how they are treated during this process, rather than the information, advice, or support they are subsequently given (which, nationally, 4 in 5 victims say they do not want or need)
- Victims themselves are in general the best judges of whether they need information, advice, and support, and of what sorts, so their views should be properly recorded in Victim Contracts and Needs Assessments, and should guide referrals
- There is scope to strengthen victim processes – namely the Victims Code of Practice and Victims Needs Assessments – which may result in more victims being referred for further support
- There is a specific need to improve how City victims' wishes are recorded before closing investigations, and a more general opportunity to improve the reach and take-up of victim surveying

Although this evidence review identifies the importance of effective investigations and prosecution outcomes to victims, we do not set out additional measures in these areas because we believe they fall outside the scope of a dedicated victims strategy. However, our strategy does include measures to improve the treatment of victims throughout police processes.

We have also recently published separate strategies on improving neighbourhood policing¹², reducing serious violence¹³, and tackling fraud, economic, and cyber-crime¹⁴, all of which set out new initiatives to reduce crime and improve investigations and responses. In preparation for the reformed two-tier disposal framework for adult offenders, we have also put in place

¹² [LINK](#)

¹³ [LINK](#)

¹⁴ See footnote 3

a range of new local rehabilitative and restorative justice options for eligible offences, including a behavioural change programme to educate offenders on the impact their crimes have on victims.

Lastly, it should be noted that a key function of the City Police is its counter-terror work in the Square Mile. This has victims components, on which the City Police perform well – including the effectiveness of responses to major incidents and work with survivors through the Prevent programme – but at present these fall outside the scope of this strategy.

1.3 Priorities and measures

Our strategy measures are grouped into the four priority areas identified from national research, which are:

1. Better information and communication
2. Ensuring procedural justice
3. Improved multi-agency working
4. Professionalisation of victims services

This strategy also commits to a fifth set of enabling measures. Delivering lasting reform requires the City Police to have the right data and performance management framework to identify issues and track improvements, sufficient resource to implement measures, and appropriate governance to oversee and monitor change. As such, to enable specific strategy measures the City Police will:

- A) Establish a new performance management framework with key indicators on victims services, outcomes, and experiences (*see page 16*), and improve the detail and regularity with which data is gathered from policing functions. This will be supported by the rollout of the City Police's new *Uplands* survey platform which is improving the user experience for respondents and capturing more and better data
- B) Appoint a team to lead and coordinate the implementation of this strategy, coordinate victim services and facilitate good practice
- C) Create a victims services board to oversee working-level performance and change, chaired by a senior City Police officer, and scrutinised each quarter by the Police Authority Board's Strategic Planning and Performance Committee

Priority area 1 - Information and communication

- We will conduct a detailed review of the information currently provided to victims and how it is provided, aiming to produce short, clear, and practical guides to the justice process and the services available to them. This will take advantage of best practice from other policing areas and the new resources being produced by the Ministry of Justice

- As part of this, we will review the information and resources available on the City of London Police and Police Authority websites to ensure that these are up to date and reflect the full range of locally-available services, including for people who have not reported a crime to the police
- We will ensure that all victims who want one are able to complete a Victim Contract setting out their preferred frequency and form of contact. We will improve our monitoring of the use of these contracts and seek to identify further improvements to options for how, and in what format, case updates are communicated

Priority area 2 - Procedural justice

- We will review victim-related training for City Police officers and staff to ensure it is up-to-date and fully covers: a) victims' rights and their obligations to them, b) how to make the most appropriate referrals to support services, and c) how to engage with victims compassionately and sympathetically, drawing on the latest best practice from other forces and organisations
- We will more closely monitor the completion of Victims Needs Assessments to ensure full compliance, and that victims own preferences about the support and advice they want is captured early in the justice process
- We will analyse why City victims may not access the services available to them, and why they disengage from the justice process, informed by better surveying of reasons for this. This will include specific testing of whether, at the City level, it is the case that only one in five wants any form of information, advice or support (as identified in our national evidence review, above)

Priority area 3 - Multi-agency working

- We will fully map "victims' journeys" in the City to improve understanding of victims' experiences at each stage and to ensure we have a complete picture of all local voluntary and community sector organisations who can provide specialist information, advice, and support
- The new victims services manager will deepen the City Police's partnerships and engagement the local HM Courts and Tribunals Service, Crown Prosecution Service, and voluntary and community sector partners to improve join-up of victim engagement throughout their cases
- As part of this, we will improve our understanding of how other local agencies are delivering duties to City victims, such as access to Victims Right to Review, special measures for court appearances, and communication of trial and sentencing outcomes, and where relevant work together to improve these

- The victims services manager will also work with partner agencies to improve the coordination of how major case updates are communicated to victims, ensuring this is done appropriately and sensitively

Priority area 4 - Professionalism of victims services

As noted in the context section, the City of London is unique in not commissioning or running its own victim support services, which are instead commissioned on our behalf by MOPAC. This means we do not have direct control over the professionalism of victim support services, though we have worked with MOPAC on the re-commissioning of the wider London Victims and Witnesses Service. More specifically, it means we cannot fully achieve an integrated model providing a single point of contact for all case updates, information, advice, support, and referrals (generally known as ‘hub’ models).

However, we will explore options to move closer to the principles of a ‘hub’ model and reduce fragmentation where possible. In addition:

- We will, through our enabling measures, aim to ensure comprehensive compliance with the Victims Code of Practice across the City Police, and relevant measures of the Victims and Prisoners Act 2024
- We will review the services provided by the City-Police-funded Vulnerable Victim Advocate, examining whether this could be amended or expanded to provide a function closer to a ‘single point of contact’ for vulnerable victims, including through better data-sharing between local justice sector partners
- We will review the City of London Corporation services that are relevant to supporting victims and likewise assess if these could be better integrated toward a ‘hub’ model

Our new performance management framework for monitoring the impact of these measures, and our performance more widely, is set out on page 16 of this document.

Vulnerable victims and differential experiences of different communities

Our strategic approach does not at this stage contain specific measures on vulnerable victims. As above, we aim to improve services and outcomes for all victims while improving our understanding of their experiences, to better assess where bespoke measures may be needed for specific cohorts. As such, our approach to vulnerable victims will be kept under review.

It should be noted that vulnerable victims already receive an enhanced service in the City including with access to a dedicated Vulnerable Victim Advocate, that the City Police will continue to provide comprehensive vulnerability training to officers and staff, and that we

have separately published a serious violence strategy ¹⁵ with measures targeting those more vulnerable to violent crime victimisation.

The City's local policing service will also continue to work with National Lead Force colleagues to scope opportunities to replicate their approaches for local victims in the Square Mile. This sees, for example, additional provision of prevention advice, one-to-one telephone support, and in-person visits depending on assessed vulnerability.

Lastly, the City Police has published a new Equity, Diversity, and Inclusion Strategy with plans to increase engagement with communities with protected characteristics, including around their experience of victimisation. Our establishment of a victim voice forum – set out in Section 3 – will also support this work. As such, we will be building a better evidence base of how different communities experience victimisation and victim journeys in the City.

Business crime

The City Police hosts the National Business Crime Centre, whose focus is on reducing business crime through prevention, intelligence and partnerships. Business crime is defined as any criminal offence where a business, or person in the course of their employment and because of that employment, is a victim.

It can cause financial losses and harm to businesses and individuals, damage public trust in institutions, and can have a significant impact on the economy and society as a whole. It is therefore essential for businesses to take measures to prevent crime and protect their employees, customers, and assets. In the City, as elsewhere, the rising incidence of abuse – including incidents of violent assault – on retail workers underscores the importance of this work.

The recent introduction (in October 2023) of the NPCC Retail Crime Action Plan (RCAP) sets out policing's commitment to focus on retail crime, and includes violence against shopworkers which has a significant impact on victims. With support of the NBCC, the City of London Police is seeking to exceed the requirements of the RCAP through the identification of best practice to protect retailers and their employees.

The NBCC has developed a range of guidance to support victims and provided businesses with the information to support their employees who may be a victim of crime. Examples include a Framework for Employers¹⁶ which signposts sources of guidance and advice for how employers can help to prevent violence and abuse in retail settings and protect the wellbeing of their employees.

¹⁵ See footnote 13

¹⁶ [NBCC Framework for Employers](#)

Section 2 – National Lead Force

Alongside its local role policing the Square Mile, the City of London Police holds national roles on fraud, economic, and cyber-crime. It is the National Lead Force for fraud and the National Police Chief's Council lead for economic and cyber-crime with responsibility for leading and coordinating the police response to these crimes

Within these roles, the City Police holds a wide range of responsibilities. It runs a national reporting service for fraud and cyber-crime, analysing and disseminating fraud and cyber-crime cases to local forces and Regional Organised Crime Units. It provides information, advice, and support to victims through the National Economic Crime Victim Care Unit (NECVCU), and it undertakes its own investigations. The NECVCU provides multiple examples of positive practice that can be, and are, replicated across the wider City of London Police landscape. This includes a differential approach to vulnerable victims of fraud, ranging from prevention advice through to 1-2-1 telephone support and in-person visits.

Within the wider National Lead Force portfolio there have been opportunities to develop relationships with numerous unique victim groups, including brands and financial institutions through the Dedicated Card and Payment Unit (DCPCU), Police Intellectual Property Crime Unit (PIPCU) and the Insurance Fraud Enforcement Department (IFED). These relationships have produced multiple examples of best practice in victim care that is bespoke for unique groups with differing needs – for example, enhanced 24/7 accessibility for business victims, recognising the potentially devastating impact of cyber-attacks on operations and viability.

Additionally, the most complex fraud investigations led by the City of London Police are serviced by a small fraud Victim Contact Unit, which is dedicated to supporting these victims throughout the investigation and the criminal justice process, often over many years. These roles mean it has a unique, integrated, picture of issues facing victims of fraud, from crime report through to ongoing victim care.

The National Policing Strategy for Fraud, Economic, and Cyber-crime 2023-2028 was published in November 2023. The first of its three key strategic objectives is to improve outcomes for victims, and the principal measures to deliver this are:

- The replacement of Action Fraud with a new Fraud and Cyber-Crime Reporting and Analysis Service, a £150m transformation programme completing in 2024. It will make reporting crimes easier and faster for users, improve the information they subsequently receive, provide targeted advice, significantly improve the speed and quality of information given to law enforcement partners to boost chances of successful prosecutions, and provide real-time information to institutions and organisations to help block and disrupt crime.
- Increased investment in the National Economic Crime Victim Care Unit, which now covers all 43 police forces in England and Wales. This unit now provides nationwide access to specialist advocates to help victims of fraud and cyber-crime, providing both emotional support and practical advice to reduce the possibility of repeat victimisation.
- Increased engagement with England and Wales’s 43 police forces on fraud and cyber-crime, with a focus on the resources and capabilities they need to effectively deal with these offences in their areas, as set out in the most recent Strategic Policing Requirement¹⁷ and City Police’s own National Lead Force Improvement Plan¹⁸.

In addition, the Strategy sets out many wider measures to proactively pursue offenders and to protect people and businesses from the threats of fraud, economic, and cyber-crime.

Taken together this Strategy sets out a package of measures that improve services and outcomes for fraud victims at every stage by transforming crime reporting and analysis, enhancing investigations and prosecutions, increasing the reach and quality of ongoing victim support, and preventing victimisation in the first place.

¹⁷ [Link](#)

¹⁸ LINK NEEDED

Section 3 – Police Authority and Corporation

Putting victims at the heart of everything we do means, to us, taking action beyond policing and the justice system. While this commitment in our Policing Plan relates specifically to the City Police and Police Authority¹⁹, the City of London Corporation’s Corporate Plan²⁰ has a wider aim to ensure that the Square Mile remains a safe, secure, and dynamic location, including by providing support to people who are vulnerable or find themselves in a vulnerable situation. As such, the wider Corporation has a responsibility to consider actions it can take to improve victims’ outcomes and experiences.

As noted in the context section to this strategy, the potential scope of these actions is limited by two factors – the fact that the City’s Police Authority does not (as other PCCs do) commission our local victim support service, and that the City has a very small residential population and very large temporary worker and visitor populations.

This second factor creates a particular limitation because it means that, as the majority of City victims are workers and visitors, they are neither actual nor potential users of local Corporation-run public services such as housing, social care, education, or community services. For example, best practice theory sets out that victims of domestic abuse should be supported by whole-system collaboration between police, housing, and child protection services, but in the City this would only be applicable to the very small minority of victims of domestic abuse who are City residents.

This means that this strategy does not focus in detail on the role of Corporation services such as housing, social care, and education in improving victim outcomes. However, in section 1 we commit to review services relevant to victims as part of moving towards a ‘hub’ model of service provision where feasible. Further, we recognise that the principle of greater

¹⁹ The City of London Police Authority is the *de facto* local PCC. Information on the precise statutory status and role of the City Police Authority can be found [here](#)

²⁰ [Link](#)

Corporation involvement and collaboration remains crucial, and as such it focuses on two priorities:

- For the Police Authority team to represent and promote victims’ interests in internal Corporation work and policy development, including by improving coordination between the City Police and Corporation
- For the wider Corporation to represent and promote victims’ interests in its external engagement with City businesses and employers

Police Authority measures

- The Police Authority team will support the role of the Corporation’s Victims Champion – Tijs Broeke, the Police Authority Board Chair. This will include:
 - launching, in partnership with MOPAC, a Victim Voice Forum to listen to and learn from victims of crime in London
 - promoting the visibility and rollout of specific victims initiatives such as Safe Havens within the Corporation, and
 - representing and championing victims’ voices in wider projects and initiatives – for example promoting victim-centric design in the development and construction of the new Salisbury Square police headquarters and courts complex
- The Police Authority team will, through the Safer City Partnership²¹, seek to identify areas for greater collaboration between City public sector agencies on victims issues – such as joined-up engagement initiatives and comms campaigns on victims issues, improved data-sharing and analysis on anti-social behaviour victimisation, and more detailed mapping of victims’ use of Corporation services. This is in addition to the ‘Corporation services review’ measure set out in section 1.

The Victims and Prisoners Act 2024 will also place a duty on the Police Authority to review local compliance with the Victim’s Code of Practice, to encourage local collaboration, gather insights into local performance, and drive necessary improvements. Our readiness to deliver these aims will be aided by the above, and the ‘enabling measures’ set out in Section 1 to establish a new performance management framework for victims services, outcomes, and experiences, and to improve victims service governance. The Police Authority team will be part of the victims services board and will support the Police Authority Board’s scrutiny of performance.

Wider Corporation measures

²¹ The City of London’s community safety partnership – further detail [here](#)

- The Corporation will, through its engagements with City businesses and employers, seek to ensure they have robust mechanisms in place to identify risks of victimisation amongst their employees, particularly domestic and sexual abuse in partnership with the Employer’s Initiative on Domestic Abuse (EIDA)
- We will also encourage City employers to ensure they have procedures to grant victims leaves of absence to deal with their cases, for example to attend court hearings
- As announced in our recent Serious Violence strategy, to demonstrate its commitment to good practice the City Corporation will seek to become a ‘Beacon’ member of EIDA, and will also explore scope to produce dedicated guidance and frameworks for Small and Medium Enterprises on domestic abuse and staff victim policies

Performance management framework

Section 1 – Local victim support	
Priority	Metrics
Basic information	<ul style="list-style-type: none"> - Victim crime type and severity - Victim demographics and disproportionality - Victim vulnerability profiles – type, severity, recurrence of victimisation
Better information and communication	<ul style="list-style-type: none"> - Victim satisfaction with engagement and communication - Crimes recorded within 24hrs. - Number of victims who received a crime report number within 5 working days.
Procedural justice	<ul style="list-style-type: none"> - Victim satisfaction with overall case handling - Victim satisfaction with case outcome - Completion rates of Victim Needs Assessments - Victim disengagement rates and surveyed reasons for withdrawing support - Officer completion rates for victim training
Multi-agency working	<ul style="list-style-type: none"> - Victim engagement rates with support services - Victim satisfaction rates with justice process

Professionalism of victim services	<ul style="list-style-type: none"> - Case compliance rates with Victim Code of Practice - Victim satisfaction with City Vulnerable Victim Advocate service - Number of eligible victims asking for a review under the NPCC VRR process and number granted a review
Section 2 – National Lead Force	
See <i>National Policing Strategy for Fraud, Economic and Cyber-crime</i> for details of performance management for measures in that strategy	
Section 3 – Police Authority and City Corporation	
N/A – No quantitative metrics. Qualitative progress update will be published in 2025/26	

Delivery timeline

Within the next 7 months, i.e. by May 2025, we will:

- Review information provided to victims and how it is provided
- Improve monitoring of Victim Contracts
- Improve monitoring of Victim Needs Assessment completion
- Improve monitoring of compliance with Victim Code of Practice
- Fully map victim “journeys” and complete picture of all available voluntary and community sector services
- Review services provided by the City’s Vulnerable Victim Advocate
- Implement the victim services team
- Institute a new performance management framework
- Improve victim feedback data through rollout of the new *Uplands* survey platform
- Establish new governance for victims services
- Begin improving collaboration between the City’s services and public sector partners on victims issues

Within the next 12 months, i.e. by October 2025, we will:

- Implement improvements to the information provided to victims and how it is provided
- Conduct specific analysis on patterns of how City victims access services and why they disengage from the justice process
- Have developed a new training programme for Local Policing and Specialist Operations officers, and agreed plans for its rollout

- Aim for the City of London Corporation to be a ‘Beacon’ member of the Employers Initiative on Domestic Abuse
- Implement plans to support the role of the City’s Victims Champion
- Have fully completed review of training programmes and mapped out plans for improvement

Within the next three years, i.e. by October 2027, we will:

- Have completed a wide range of engagement with City businesses and employers on improving support and procedures for victims who are employees
- [Having completed a review of strategy progress, set out any additional measures for completion by October 2027]

List of priorities, measures, and organisational owners

Section 1 – Priority 1 – Information and Communication	
Review information provided to victims and improve, drawing on best practice and MoJ resources	Led by City Police (victim team), supported by Police Authority team
Review information and resources available on City Police and Police Authority websites	
Ensure all victims who want one can complete a Victim Contract and improve monitoring of their use	Led by City Police (victim team and local policing / specialist operations units)
Section 1 – Priority 2 – Procedural justice	
Review and where relevant update victim training for City Police officers and staff on victims	Led by City Police (victim team)
Improve monitoring and completion of Victim Needs Assessments	Led by City Police (victim team)
Conduct specific analysis of City victim access to and use of services	Led by City Police (victim team) and Police Authority team jointly
Section 1 – Priority 3 – Multi-agency working	
Fully map victim journeys in the City and produce complete picture of local VCSOs	Led by City Police (victim team) and Police Authority team jointly
Deepen partnerships with local justice sector organisations and VCSOs	Led by City Police (victim team)
Improve understanding of local justice sector organisations’ delivery of duties to City victims	
Improve coordination of major case updates to victims	

Section 1 – Priority 4 – Professionalism of victims services	
Aim to ensure comprehensive compliance with the Victims Code of Practice	Led by City Police (various teams)
Review City’s Vulnerable Victim Advocate to see if it could be more similar to a ‘single point of contact’	Led by City Police (victims team), supported by Police Authority team
Review City Corporation services relevant to victims and assess integration improvements	Led by City Police Authority and wider Corporation teams
Section 2 – National Lead Force	
See <i>National Policing Strategy for Fraud, Economic and Cyber-crime</i>	
Section 3 – Police Authority and Corporation	
Support and expand the role of the City’s Victims Champion	Led by City Police Authority
Identify areas for greater cross-organisational collaboration through the Safer City Partnership	
Seek to ensure City employers have robust mechanisms for identifying victimisation risk among employees	Led by City Police Authority and wider Corporation teams
Encourage City employers to put in place procedures to support victims - for example, attend court hearings	

Committee(s): Police Authority Board	Dated: 4 th September 2024
Subject: National Business Crime Portfolio- National Business Crime Centre	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
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	For Information
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.

T/ACC Alex Goss from Merseyside Police is the NPCC lead for retail crime to recognise the particular challenges that sector faces; the NBCC supports ACC Goss with his 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 paper in February 2024.

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 February 2024 Police Authority Board.

Current Position

3. Following the publication of the Retail Crime Action Plan (RCAP) in November 2023 the NBCC continues to support its implementation with police forces. New strands of work include engagement with the CPS to design template statements for retailers as well as looking how data sharing could be improved with retailers to help identify offenders.
4. The NBCC plays an important role nationally in relation to the RCAP and in April Supt. Holdaway attended a meeting held by the policing minister at 10 Downing Street, where the NBCC was central to much of the activity discussed.
5. On the 17th April, Supt. Holdaway represented the NBCC by giving evidence at the Home Affairs Select Committee on Violence and Abuse Towards Retail Workers. The attendance was reported by the CoLC's Parliamentary Team. The NBCC also submitted written evidence to the Committee on its role and successes.
6. In the last paper mention was made of the Safer Business Action Month being planned for March 2024. The month of action was a great success with 40 police forces supporting the activity with the following results:

Number of SaBA Days - **442**

Arrests - **459**

Police officers and staff involved - **2943**

The initiative demonstrates the impact the NBCC has nationally in the mobilisation and coordination of police forces and businesses to work together to reduce crime.

7. The NBCC are now working on the coordination of their third national week of action to support businesses. Planned for the week of the 14th October the week will see police forces and business working together nationally to highlight the impact of business crime.

[NBCC launches 2024 national Safer Business Action Week to target business](#)

8. July saw the publication of a report focussing on how the HMRC owned Tobacco Track and Trace initiative can be used to help reduce the theft of tobacco; the

NBCC commissioned Professor Emmeline Taylor, from City, University of London to do the report using funding from the Home Office. The report highlights how the use of QR codes can be used to help identify stolen goods and provides a template for the traceability of other valuable commodities e.g. alcohol and fragrances, which are often the products of choice for organised crime groups.

[NBCC release report and recommendations to tackle illicit trade in stolen tobacco](#)

9. The NBCC plays a critical role nationally in connecting people, resolving issues and influencing change. Here are a couple of recent examples where this has taken place.

This is from the Petrol Retailers Association in a communication to its members. The NBCC has influenced a change of approach by the DVLA how it will support fuel retailers in the pursuit of those who don't pay for fuel, which sees an estimated 500,000 offences each year.

"I would also like to mention the invaluable support of Forecourt Eye and Superintendent Patrick Holdaway from the National Business Crime Centre who helped us to convince the government."

This is from the UK investigations lead of an international retailer following concerns around the investigation of a fraud submitted to Action Fraud.

"Aaron has had a teams meeting with Chris today and has had nothing but positive vibes from him and we would both like to thank you for connecting us. We both feel positive about not just this investigation now being progressed through Chris to the local ROCU but also Aaron is now better trained and comfortable on how to progress cases through AF."

10. The NBCC's safe spaces initiative, Operation Portum, continues to gain interest with 10 national retailers now signed up providing over 13,000 safe space locations. The scheme has recently been extended to Business Improvement Districts with 16 now championing the scheme across their membership. The scheme has also recently extended to private security with 12 national companies including the likes of Mitie, Bidvest Noonan and OCS supporting the scheme. The NBCC has been liaising with Safer Business Network and Don Randall to link it with the Safe Havens work taking place within the City.

[Private security industry backs the national Safe Spaces Scheme \(nbcc.police.uk\)](#)
[NBCC's Safe Spaces Scheme: OCS Pledgees Commitment](#)
[Security industry backs NBCC's national Safe Spaces Scheme - Facilities Management Forum | Forum Events](#)

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.

Appendices

Recent newsletters



Parliamentary Brief -
19 April 2024.pdf



Written Evidence -
NBCC - HASC - April :



July 2024 Issue
20.pdf

Contact:

Patrick Holdaway

Superintendent

Business Crime Lead

E: Patrick.holdaway@cityoflondon.police.uk

Committee: CoL Police Authority Board	Date: 4 September 2024
Subject: The City of London Police Pension Board – Review of Activities for the period 1 April 2023 to 31 March 2024	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
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: The Chamberlain	For Information
Report author: Graham Newman – Chamberlain’s Department	

Summary

This report summarises the activities of the Police Pensions Board (the Board) for the period 1 April 2023 to 31 March 2024. The Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the responsibility of assisting the Scheme Manager (the Commissioner of the City of London Police) in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).

Over the last twelve months the Board:

- continues to review the working practices of the City of London Police Pensions Office including reviews of all letters and documents issued to scheme members, prospective scheme members, leavers and retirees;
- monitored and where appropriate updated the Board’s Risk Register ; and
- continues to undertake online training modules with the Pensions Regulator’s Toolkit.

The training needs of all Board Members continues to be monitored and training provided as required.

Recommendation

Members are asked to note this report.

Main Report

Background

1. The Public Services Pensions Act 2013 (the 2013 Act) included several provisions regarding better governance and improved accountability for all public-sector pension schemes. As a result, the Police Pension Scheme Regulations 2015 provided for the establishment of a Board with the responsibility of assisting the Scheme Manager in ensuring the efficient and effective governance and administration of the Police Pension Scheme (PPS).

2. The Scheme Manager for the City of London Police Pension Scheme is the City of London Police Commissioner, with responsibility for the administration of the Scheme delegated to the Chamberlain of the City of London Corporation.

The Role of the Police Pension Board

3. The Pension Board sits in an oversight role, to assist the Scheme Manager with ensuring the administration of the Scheme complies with
 - the Regulations;
 - other legislation relating to the governance and administration of the Scheme; and
 - the requirements imposed by The Pensions Regulator in relation to the Scheme.
4. In accordance with the Regulations, the structure of the Board must include an equal number of scheme member and scheme employer representatives. The City of London Police Pension Board consists of 3 scheme employer representatives and 2 scheme member representatives, plus a vacant position.
5. The 2013 Act makes it a legal requirement that members of the Board do not have a conflict of interest and therefore all members are expected to identify, monitor and manage any potential, actual or perceived conflicts of interest. The Members of the Board are as follows:

Scheme Employer Representatives:

Alderman Alexander Barr	(Chairman from April 2023) – Elected Member
Superintendent Helen Isaac	Serving CoL Police Officer
Mr Henry Colthurst –	Elected Member

Scheme Member Representatives:

Mr John Todd	(Deputy Chairman from April 2023) – Retired CoL Police Officer
Mr Ray Eaglesmith	Serving CoL Police Officer
Mr James Halkett	(From 22 March 2023 until 20 October 2023) Serving CoL Police Officer

Appendix A sets out the attendance record of each Board Member.

6. In accordance with the Regulations, the Chairmanship of the Board switches between Employer and Member Representatives on an annual basis in April each year.
7. Where the role of Chair is filled by an Employer Representative the role of Deputy Chair must be filled by a Member Representative and vice versa. Therefore, as the Chairmanship switches so too does the Deputy Chairmanship.

Activities of the Board

8. Since 1 April 2023 three meetings have been held – 8 June 2023, 20 October 2023 and 18 April 2024 (this meeting had been originally planned for 12 March

2024, but needed to be re-scheduled). It is expected that there will continue to be 3 meetings held in every year.

Training

9. Board Members have certain legal responsibilities and must be conversant with the PPS Regulations and the governance and administration of the Scheme to enable them to exercise their role as a Board Member.
10. Members are expected to keep their knowledge and understanding requirements under review. This will allow the training plan to be reviewed and updated as required to meet the training needs.
11. The Pensions Regulator has created an online learning programme, the Trustee Toolkit. The Toolkit is aimed at the board members of occupational pension schemes and Police Pension Board Members have been provided with the necessary details and are expected to undertake all 7 training modules. Completion of the Trustee Toolkit is mandatory for all Board Members and the status of each Member's training is reviewed periodically. It should be noted that as at 18 April 2024, all training modules had been completed by the incumbent Members of the Board.
12. In addition to the training modules provided by the Pensions Regulator, the Pensions Office continues to provide training sessions to Members. Training sessions in respect of the McCloud Remedy was given at the October 2023 and April 2024 meetings.

Annual Schedule of Events

13. In order that the Board is able to monitor and oversee the administration of the Police Pension Scheme an Annual Schedule of Events to illustrate the tasks carried out by the Pensions Office, their deadlines and the actual completion dates of each task is maintained. The Schedule is updated as required and is a standing agenda item for each Board meeting.

Risk Register

14. A risk register has been created to cover the risks in respect of the City of London Police Pension Scheme. The Register is a standing agenda item for each Board meeting and means that potential risks are continually assessed, reviewed and amended or added to or removed from the Register as deemed appropriate.

Documentation and Communication

15. The Board continues to review the working practices of the City of London Police Pensions Office, including all letters and documents issued to scheme members, prospective scheme members, leavers and retirees to ensure optimum clarity as well as accuracy.

Data Protection Act 2018 (GDPR)

16. On 25 May 2018 General Data Protection Regulations were introduced. Part of the requirement of pension schemes is to clearly communicate data use and retention. To meet this requirement, the Scheme Manager of City of London Police Pension Scheme must issue a privacy statement to scheme members.

17. A copy of the City of London Police Force's generic privacy statement was included with the 2019 annual benefit statement that was issued to all serving Police Officers by the Pensions Office. A copy of the privacy statement was also sent separately to all retired officers. A copy of the privacy statement is available to officers upon request.

Breaches of Data Security (Information Commissioner's Office (ICO) GDPR)

18. There were no known breaches during the year.

Breaches of Pension Law (The Pensions Regulator (TPR) code of practice)

19. There were no known breaches during the year.

Lord Chancellor and Secretary of State for Justice v McCloud and others

20. The Court of Appeal has ruled that reforms made to the judges' and firefighters' pension schemes were discriminatory on the grounds of age. It was determined that the reforms made to all public sector pensions schemes, including the PPS, were also be deemed to be discriminatory on the same grounds and all public sector pension schemes will need to review their regulations and possibly make amendments to them.
21. On 10 March 2022 the Public Service Pension and Judicial Offices Act 2022 (the Act) received Royal Assent. The main purpose of the Act was to support the implementation of the McCloud remedy in the public service pension schemes and has been implemented in two phases.
22. Phase one took effect from 1 April 2022 and moved all remaining active members of the 'legacy' pension schemes (the Police Pension Schemes 1987 and 2006) into the new scheme (the Police Pension Scheme 2015).
23. Phase two was implemented with effect from 1 October 2023 and gives eligible members the choice between legacy scheme and new scheme membership for the period 1 April 2015 and 31 March 2022.
24. The Pensions Office continues to attend several technical working groups in respect of the Remedy and has a dedicated webpage to communicate all relevant information to officers as it is released.

Service Level Agreement (SLA) and Complaints Procedure

25. In April 2023, the Board received a letter written jointly by the Chairs of the City of London Superintendents' Association and the City of London Police Federation expressing their concerns in respect of the administration of the Police Pension Scheme by the City of London Pensions Office.
26. The Pensions Office provided feedback in respect of these concerns, many of which were caused by a crucial staff vacancy within the Pensions Office. This post was filled with effect from October 2023. However, it was also apparent that the staffing levels within the pensions team were still insufficient to provide an adequate administration service to the Force and to this end additional resources were made available to create a new administrator post. This post was filled with effect from 1 April 2024.
27. The issues raised by the Superintendents' Association and the Federation indicated that a formal Service Level Agreement between the City of London Police and the City of London Corporation needed to be created in respect of

the pensions administration service provided. The Board commissioned this document and required that it be accompanied by a formal complaints procedure.

28. The complaints procedure was created by the City of London Pensions Office and the City of London Police HR Office and was agreed by the Board at their April 2024 meeting.
29. The Service Level Agreement is being finalised before it can be signed by the relevant Chief Officers.

Conclusions

30. The Police Pension Board was created with reference to the Public Services Pensions Act 2013 and the Police Pension Scheme Regulations 2015. The Board has met three times in 2023/24 and Board Members are aware that they should ensure their knowledge of the Scheme is up-to-date in order that they remain compliant with their legal requirements.
31. The Board continues to review the working practices of the City of London Police Pensions Office and regularly monitors all letters and documents issued to members, prospective members, leavers and retirees. The Board maintains a Risk Register and an approved Breaches Policy.

Appendices:

Appendix A – Board Member Record of Attendance

Contact: Graham Newman Email: graham.newman@cityoflondon.gov.uk
Pensions Manager, Chamberlain's Department

Police Pension Board - Board Member Record of Attendance

	08/06/20 23	20/10/2023	18/04/2024 (originally scheduled for 12/03/2024)
Alexander Barr	X	X	X
Helen Isaac	X	X	
Henry Colthurst			X
John Todd	X	X	X
Ray Eaglesmith	X	X	X
James Halkett (left w.e.f. 20/10/2023)	X		

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