



Police Committee

Date: FRIDAY, 15 FEBRUARY 2013
Time: 1.45pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL
Members: Deputy Henry Pollard (Chairman)
Simon Duckworth (Deputy Chairman)
Deputy Doug Barrow
Mark Boleat
Bob Duffield
Alderman Alison Gowman
Brian Harris
Deputy Keith Knowles
Alderman Ian Luder
Helen Marshall
Deputy Joyce Nash
Don Randall
Deputy Richard Regan

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Lunch will be served for Members in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. a) **MINUTES**
To agree the public minutes and summary of the meeting held on 18 January 2013 (copy attached).

For Decision
(Pages 1 - 6)
- b) **PROFESSIONAL STANDARDS AND COMPLAINTS SUB-COMMITTEE MINUTES**
To receive the public minutes and summary of the meeting held on 22 January 2013 (copy attached).

For Information
(Pages 7 - 10)
- c) **OUTSTANDING REFERENCES**
Report of the Town Clerk (copy attached).

For Information
(Pages 11 - 12)
4. **STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**
 - a) **Community Engagement Update** (Pages 13 - 18)
 - b) **Equality Diversity and Human Rights (EDHR) Update**
 - c) **Any Other Special Interest Area Updates**
5. **POLICING PLAN 2013-2016**
Report of the Commissioner (copy attached).

For Decision
(Pages 19 - 62)
6. **STOP AND SEARCH - REVIEW BY NPIA OF 'NEXT STEPS' INITIATIVE**
Report of the Commissioner (copy attached).

For Information
(Pages 63 - 74)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

9. **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 the Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
10a	3
10b	2 & 5
11	3

Part 2 - Non-Public Agenda

10. a) **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 18 January 2013 (copy attached).

For Decision
(Pages 75 - 78)

b) **PROFESSIONAL STANDARDS AND COMPLAINTS SUB-COMMITTEE MINUTES**

To receive the non-public minutes of the meeting held on 22 January 2013 (copy attached).

For Information
(Pages 79 - 82)

11. **COMMISSIONER'S UPDATES**

Commissioner to be heard.

For Information

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

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

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POLICE COMMITTEE
FRIDAY, 18 JANUARY 2013

**Minutes of the meeting of the POLICE COMMITTEE held at GUILDHALL, EC2
on FRIDAY, 18 JANUARY 2013 at 11.30am**

Present

Members:

Simon Duckworth (Deputy Chairman), in the Chair
Mark Boleat
Alderman Alison Gowman
Helen Marshall
Deputy Joyce Nash
Don Randall

Officers

Alex Orme	- Town Clerk's Department
Ignacio Falcon	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Suzanne Jones	- Chamberlain's Department
Steve Telling	- Chamberlain's Department

City of London Police

Adrian Leppard	- Commissioner
Ian Dyson	- Assistant Commissioner
Eric Nisbett	- Director of Corporate Services
Wayne Chance	- Temporary Commander, Operational Policing
Steve Head	- Temporary Commander, Economic Crime
Hayley Williams	- Secretariat Manager

1. APOLOGIES

Apologies were received from Deputy Doug Barrow, Brian Harris, Deputy Keith Knowles, and Deputy Henry Pollard.

The Deputy Chairman took the opportunity to record his congratulations on behalf of the Committee to the late Assistant Commissioner Frank Armstrong on being awarded the Queen's Policing Medal in the New Year's Honours List.

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

There were none.

3a. MINUTES

The public minutes and summary of the meeting held on 7 December 2012 were approved.

MATTERS ARISING

(1) **Road Safety Council** (p6) – The Commander advised that contact had been made with the Council and that the Force would be taking up the offer of a seat.

3b. OUTSTANDING REFERENCES

The Committee received a report of the Town Clerk highlighting those outstanding actions identified in the minutes from previous meetings.

It was asked that target dates be included in future, as well as using the phrase “in progress” rather than pending, as the latter gave the impression that no action was being taken.

4. TERMS OF REFERENCE

In accordance with the resolution of the Court of Common Council of 6 December 2012, the Committee considered its Terms of Reference.

The Deputy Chairman suggested that the words “as amended” should be inserted in parentheses in section (d) after reference to the Police Act 1996 for the sake of clarity.

Members also noted that the phrase “strategic policing requirement” should be capitalised given it was a specific legal requirement, suggesting that this be incorporated in to section (a).

The Town Clerk was instructed look at the wording and revise it for the sake of clarity in accordance with Members’ suggestions.

RECEIVED.

5. APPOINTMENT OF REPRESENTATIVE TO THE EXTERNAL MEMBERS' SELECTION PANEL

It was agreed that Alderman Alison Gowman should be the Committee’s representative on the Selection Panel.

6a. COMMUNITY ENGAGEMENT UPDATE

The Committee received a report of the Commissioner providing an update on recent community engagement activities, community priorities and forthcoming events.

The Lead Member noted that the work with the Safer City Partnership was now being included which was pleasing to see, and on the subject of taxi marshalling it was advised that the Force had been able to identify some £24,000 which could be allocated from the Proceeds of Crime Act 2002 to ensure the scheme’s continuation. The Deputy Chairman paid tribute to both the Safer City Partnership and the City of London Crime Prevention Association for their support and funding for the project over the years.

RECEIVED.

6b. **EQUALITY DIVERSITY AND HUMAN RIGHTS (EDHR) UPDATE**

The Lead Member provided an update on the latest EDHR developments within the Force, advising that despite the recent departure of the Head of Human Resources, she had been assured that the implementation of the Lokahi recommendations would continue on schedule.

6c. **ANY OTHER SPECIAL INTEREST AREA UPDATES**
Independent Custody Visiting

The Lead Member for Custody Visiting brought Members' attention to some issues surrounding Visitors' access to the custody suite. The Commander undertook to look in to the matter and the Town Clerk advised that he would brief the Commander on the issue after the meeting.

7. **REVENUE AND CAPITAL BUDGETS 2012/13 AND 2013/14**

The Committee considered a joint report of the Chamberlain and the Commissioner updating the Committee on the latest approved revenue budget for 2012/13 and seeking approval for the proposed revenue budget for 2013/14.

The Deputy Chairman sought assurances from the Chamberlain the funding for the Accommodation Project would not be met from the Force's reserves. The Chamberlain explained that there was no intention to do so at present.

The Director of Corporate Services made reference to the 2013/14 budget set out in Appendix B, advising that this was predicated on the expected levels of funding from several grants which had not yet been confirmed. Should the budget change he undertook to keep Members updated.

RESOLVED: That:-

- the latest approved revenue budget for 2012/13 be noted;
- the 2013/14 revenue budget for submission to Finance Committee be approved; and,
- the draft Capital budget be approved.

8. **CUSTODY INSPECTION UPDATE**

The Committee received a report of the Commissioner updating Members on the progress made in implementing the recommendations of the joint HMIC/HMIP unannounced inspection of custody.

In response to Members' concerns, the Commander clarified that the figure for consultancy fees involved in the £40,000 project should have read £4,000 and not £40,000. He expressed his confidence that the current measures in place left the Force fully compliant with regulations and demonstrated a reasonable adjustment, with the extra £44,000 considered by the Force as unnecessary at this time due to the limited number of disabled persons detained in custody in the City.

With regard to the Police and Criminal Evidence Act (PACE) translation issues raised by Members at the previous meeting, the Commandeer advises that the Force was currently exploring the procurement of an IT-based translation

system to ensure that foreign nationals were made fully aware of their rights and entitlements.

RECEIVED.

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

There were no questions.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

Local Government Finance Settlement 2013/14, Police Settlement, and Mayoral Precept 2013/14

The Committee received a report of the Chamberlain setting out the financial implications of the recent announcement of the Local Government Finance Settlement 2013/14 for the City Fund and identifying the Force's exposure to a substantial financial risk should the 'damping' provision be removed in the post-CSR period.

Charity Collections: Resolution from the Licensing Committee

The Committee received a resolution from the Licensing Committee regarding charity collections in the City, highlighting that Committee's concerns and seeking reassurance over enforcement of the regulations.

11. **EXCLUSION OF THE PUBLIC**

RESOLVED: - That under Section 100 A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business 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 as follows:-

Item No	Exempt Paragraphs
12	3
13	3
14	7
15	3
16	3

12. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 7 December 2012 were approved.

13. **POLICE LEADERSHIP TEAM NOTES**

The notes of the meeting held on 17 December 2012 were received.

14. **COMMISSIONER'S UPDATES**

The Commissioner was heard concerning on-going and successful operations undertaken by the City of London Police.

15. **COLLABORATION UPDATE**

The Committee received a report of the Commissioner providing Members with an update on progress made to date in exploring opportunities for increased collaborative working.

16. RENEWAL OF CCTV SUPPORT AND MAINTENANCE CONTRACT

The Committee approved a report of the Commissioner concerning the extension of the support and maintenance contract of the current digital video storage system.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 12.45 pm

Chairman

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THE POLICE PROFESSIONAL STANDARDS AND COMPLAINTS SUB COMMITTEE

TUESDAY, 22 JANUARY 2013

Minutes of the meeting of the POLICE PROFESSIONAL STANDARDS AND COMPLAINTS SUB COMMITTEE held at Guildhall, EC2, on TUESDAY, 22 JANUARY 2013 at 11.30am.

Present:

Members:

Deputy Joyce Nash (Chairman)
Alderman Alison Gowman
Brian Harris
Vivienne Littlechild

Officers:

Gregory Moore - Town Clerk's Office
Alex Orme - Town Clerk's Office

City of London Police

Ian Dyson - Assistant Commissioner
Martin Kapp - Superintendent, Professional Standards Directorate

1. APOLOGIES

Apologies were received from Helen Marshall and Deputy Richard Regan.

The Chairman took the opportunity to welcome Martin Kapp to his first meeting of the Sub-Committee.

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

There were none.

3. MINUTES

The public minutes and summary of the meeting held on 2 November 2012 were agreed.

4. PRESENTATION ON POLICE PERFORMANCE AND CONDUCT RULES

The Assistant Commissioner gave a presentation on the Police Performance and Conduct Rules covering some of the key concepts and terminology used in Police Professional Standards. The presentation also included an update on recent changes to the conduct regime brought about by the Police Reform and Social Responsibility Act 2012.

5. QUESTIONS

There were none.

6. URGENT ITEMS

There were none.

7. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involved the disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

Item No.	Exempt Paragraphs
8	1, 2 & 5
9	1
10	1
11	1

SUMMARY OF ITEMS CONSIDERED WHILST THE PUBLIC WERE EXCLUDED

8. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 2 November 2012 were agreed.

9. STANDARD ITEM ON PROFESSIONAL STANDARDS ACTIVITY

The Committee considered reports on Professional Standards activity for the period 1 October 2012 to 31 December 2012, as follows:-

(a) Statistical Information (for the period 1 October 2012 to 31 December 2012)

The Sub-Committee received a report of the Commissioner of Police.

(b) Summary of Cases

(c) Misconduct Hearings

The Sub-Committee noted that there were no Misconduct hearings dealt with during the period.

(d) Misconduct meetings

The Sub-Committee received a report of the Commissioner of Police.

(e) Conduct and Complaint Cases – Cases Upheld

The Sub-Committee received a report of the Commissioner of Police.

(f) Conduct and Complaint Cases – Cases Not Upheld

The Sub-Committee received a report of the Commissioner of Police.

(g) Conduct and Complaint Cases – Discontinuance, Withdrawn, Dispensation

The Sub-Committee received a report of the Commissioner of Police.

10. QUESTIONS

There was one question considered whilst the public were excluded.

11. URGENT ITEMS
There were none.

The meeting closed at 12.40pm.

CHAIRMAN

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Agenda Item 3c

POLICE COMMITTEE

FRIDAY, 15 FEBRUARY 2013

OUTSTANDING REFERENCES

Meeting date & Reference	Action	Owner	Status
11/07/2012 Item 23	To present an ECIS funding model to a future meeting	Director of Corporate Services	In progress <i>Provisional target date: May 2013</i> a funding model will be included in the next report to your committee on ECIS once the formal collaboration agreement has been signed with newly elected PCC's, which is still in negotiation.
14/09/2012 Item 11	To explore possibility of altering fees/charges in line with local hotels	Director of Corporate Services	In progress <i>Target date: May 2013</i> Officers assigned task, work progressing
7/12/2012 Item 3b	To compile and present an annual report on Professional Standards and Complaints statistics to the Police Committee.	Assistant Commissioner	In progress <i>Target date: July 2013</i>
7/12/2012 Item 4a	Force's work with Samaritan on the issue of suicides in the City to be included in Ward Letters.	Commander	In progress <i>Target date: to be included in Ward Letters in March 2013</i>
18/1/2013 Item 16	To bring a report setting out a planned refresh of the City's CCTV and ANPR systems to the Police Committee.	Commissioner	In progress <i>Target date: April 2013</i>

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Committee: Police	Date: 15 th February 2013
Subject: Community Engagement Update	Public
Report of: Commissioner of Police Pol 12/13	For Information

Summary

This report contains details of issues raised at Ward Level and the Force response since the last Community Engagement report was presented to the Committee.

Wards Policing has now undergone restructure, they are now known as the Community Policing Team and have moved away from 4 geographical Areas to a Residential Engagement team, Business Engagement Team and Street Intervention Team.

In response to issues raised by residents, patrols continue in order to monitor the impact of the night-time economy in the Carter Lane area. Additional patrols of Mansell street remain to deal with evidence of drugs misuse, and officers have been reminded of the impact of the use of sirens in residential areas at night.

In response to issues raised by businesses, arrests have been made in relation to persons obtaining employment using fraudulent documents, and a number of further arrests have been made in order to reduce instances of aggressive begging.

Engagement with the Business community continues through the work of the Counter Terrorism Security Advisors, and the security bulletins circulated. The London Resilience Business Sector Panel continues to develop a London Resilience risk framework utilising feedback from a recent survey identifying risk.

A number of initiatives are ongoing in order to identify, engage and understand policing issues within the Jewish, Muslim and Sikh Communities to enable a tailored response to the needs of the community.

The Force continues to work with outreach services and Corporation of London Partners to engage with the homeless, and to provide effective support to reduce the instances of sleeping on the streets.

Further work with tourists being targeted by bogus police officers within the City has led to a further 4 arrests being made.

Recommendations

It is recommended that this report be received and its contents noted.

Main Report

Section A – Residential Engagement

1. Wards Policing has now undergone restructure, they are now known as the Community Policing Team and have moved away from 4 geographical Areas to a Residential Engagement team, Business Engagement Team and Street Intervention Team. Each team has dedicated resources to meet the needs of the community. Internal and external communication of the new structure is ongoing and the early feedback is positive. The intranet and internet sites are being redeveloped to show the new structure.
2. Officers from the Residential engagement team have continued to conduct additional patrols of Guinness Court after complaints of evidence of drugs misuse. These patrols will continue until new external security doors are fitted in the new financial year.
3. Patrols continue in and around Carter lane and Carthusian Street in response to previous issues of anti-social behaviour linked to licensed premises. The Licensing Tactical Group chaired by the Superintendent Community Engagement continues to monitor the impact on residents in this area.
4. Engagement with young people on the Mansell Street Estate continues with regular meetings on Mondays, 16.15hrs -18.15hrs for 10-13 year olds, and Thursdays 16.00hrs – 21.00hrs for 10-17 year olds.

Generally the purpose of this engagement is to build confidence in the police with this group and provide reassurance that issues raised by them are important. No specific issues have been raised at recent meetings.

5. A number of internal communications have reminded officers of the noise nuisance caused to residents within the Barbican Estate of Emergency vehicle sirens and further guidance on their use in residential areas has been circulated.

Section B – Business Engagement

6. As a result of an increase in thefts from office premises it was identified that a number of individuals were using fraudulent documents to gain employment. A number of documents have been seized and businesses are being alerted to the issue, 2 arrests have been made to date.
7. In response to complaints from businesses relating to an increase in aggressive begging, there have been 8 arrests in the past week (w/c 28th January) and the street intervention team are building evidence to support anti-social behaviour orders to prevent repeat offenders from continuing to alarm and distress the community.
8. The London Resilience Business Sector panel held a meeting at the Bank of England, discussing amongst other things, the ongoing development of a London Resilience Risk Framework. The Framework is being developed in response to risks identified within a two-week survey conducted in November 2012 and in which over 60 responses were received. The Lead Member for Community Engagement is the Chair of the London Resilience Business Panel and holds an Executive Board position on London Resilience.
9. Between 30th November and 28th December there were 5 Griffin Bridge Calls (conference calls with the ‘Griffin’ security guards community regarding security issues, incidents of note and upcoming events) with a total of 202 participants, and the weekly bulletin to the CoL Crime Prevention Association (CPA) is circulated to 350 members and via the vocal messaging system to a further 5,000 estimated recipients.

10. In addition, Safer City Partnership is shortly to go live on a joint venture with CoLPA and the Force for the Building Accreditation Scheme.
11. A breakfast briefing has been held aimed at small and medium enterprises (SMEs) at which 41 SMEs were represented; an input from Economic Crime Directorate was well received. This was an information giving event.

Section C – Hard to reach groups.

12. Liaison with the Jewish business Community has been ongoing with a specific invite for representatives to attend the forthcoming Community Panel meeting on 20th February. The Community policing team will also be represented at the Holocaust Memorial Day event organised within the community for 28th February.
13. The Prevent Engagement team are currently engaging with the ‘TELL MAMA’ (Measuring Anti Muslim attacks) project. This is a secure and reliable service that allows people from across the country to report any form of Anti-Muslim abuse. The project will provide the Force with detailed information relating to any attacks within the Force area. Tell MAMA will also be providing training for the Force around hate crime and importantly how the Force can better engage with the Muslim Community to ensure confidence in reporting of incidents.
14. The British Sikh Report (BSR) will become the first census of Sikhs in the UK, taking into account the opinions of individuals from all generations, looking at such topics as community, arts and culture and gender equality. The Force has shown support for the questionnaire through engaging with the City Sikhs Organisation and the Sikh Channel. When finalised, the report will highlight any issues the Sikh community face, enabling a more effective deployment of police resources for this community.
15. Operation Poncho which is the dedicated operation for the homeless headcount, continues daily identifying homeless and vulnerable persons and working with partner agencies and outreach groups with the intention of housing and providing care and information to those in need.

Section D – Transient Community and / Visitors

16. Increased patrols around St Paul's Cathedral in response to a number of crimes in relation to bogus police Officers targeting tourists in the area, have led to a further 4 arrests.

Consultation

17. The Lead Member for Community Engagement, Mr Don Randall MBE, has been consulted in the preparation of this report.

Conclusion

18. This report informs Committee members of residential and business community engagement activity undertaken by the Force.

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Agenda Item 5

Committee(s): Police	Date(s): 15 th February 2013	Item no.
Subject: Policing Plan 2013-2016	Public	
Report of: Commissioner of Police Pol 13/13	For Decision	
<p style="text-align: center;"><u>Summary</u></p> <ol style="list-style-type: none"> 1. This report presents the proposed draft Policing Plan for the City of London, informing the community and staff how the City area is to be policed. 2. The Force and Court of Common Council (in its capacity as a police authority) are exempt from the requirement to publish a police and crime plan but must continue to publish a policing plan as required by the Police Act 1996. However, in developing the revised policing plan, regard has been had as to what is expected to be included in police and crime plans. 3. There remains a national policing priority for police forces to continue to reduce crime. Additionally, there is a requirement to support the national strategic policing requirement, which sets how the government expect forces to deal with the most serious criminality that impacts across force boundaries. The priorities proposed in the plan, detailed immediately below, support both national requirements. The priorities are: <ul style="list-style-type: none"> • To protect the City of London from the threat of terrorism and extremism; • To protect the City of London and the UK from fraud; • To respond effectively to public disorder; • To reduce crime; • To improve road safety; and • Together with our partners, to tackle antisocial behaviour associated with the night time in the City of London. 4. Members endorsed the revised priorities at a workshop meeting on the 31st October 2012. A draft plan together with supporting measures was considered by Members at a second workshop meeting on 18th January 2013, and was agreed subject to some minor amendments, which have been incorporated within the plan. Performance against the targets will 		

be reported quarterly to your Police Performance and Resource Management Sub Committee.

5. High level financial information is included within the plan, showing a decrease in income over the term of the plan.

6. It is recommended:

- Your Committee adopts the Draft Policing Plan 2013-16 appended to this report as the Policing Plan for the City of London, subject to any further amendments agreed by your Committee and Commissioner; and
- Following approval the plan is published on the internet by 31st March 2013; and
- Performance against the plan is reported quarterly to your Police Performance and Resource Management Sub Committee.

Main Report

Background

1. The Police Reform and Social Responsibility Act 2011 introduced a requirement that Police and Crime Commissioners will publish police and crime plans in place of traditional policing plans. That requirement does not apply to the Court of Common Council in its capacity as policy authority for the City of London. The Force and your Committee will continue to be governed by the relevant sections of the Police Act 1996 with respect to the publication of policing plans.¹ However, where possible the Force and Authority has resolved to align the format of its policing plan with the general requirements of policing and crime plans.
2. The responsibility for drafting the policing plan and advising a police authority on its contents remains with the Commissioner of Police. However, guidance and legislation is clear that the police authority must approve and subsequently own the published plan.

¹ S. 6ZB Police Act 1996 (as amended by the Police Reform and Social Responsibility Act 2011)

Current Position

3. The Police Act 1996² requires the police authority to issue, before the beginning of each financial year, a policing plan setting out:
 - (a) the proposed arrangements for the policing of that area for the period of three years beginning with that year; and
 - (b) its policing objectives for the policing of its area during that year.
4. Although the plan covers a period of three years, there is a requirement to review and republish the plan annually.
5. There is a requirement that policing plans (and their policing and crime plan equivalents) must have regard to any national strategic policing priorities stipulated by the Home Secretary.³ Such priorities are currently articulated by the Strategic Policing Requirement, and details those serious threats and criminality that impacts across force borders and which require a co-ordinated approach to tackle effectively. The Force's proposed priorities directly support the Strategic Policing Requirement; references have been made throughout the plan highlighting specific initiatives. Additionally, the plan takes account of Government policy statements regarding reducing crime, accountability and value for money.

Developing the plan

6. Members of your Committee have been instrumental in shaping this year's plan through participation at two workshop sessions hosted jointly by the Commissioner and Chairman. The first event was held on 31st October 2012, providing a platform for dialogue between Members and the Force to review factors influencing the next iteration of the policing plan. Those factors included consideration of emerging issues raised by the Force's Strategic Assessment, the results of engagement activities, legislative requirements and benchmarking with other forces. As a result of that meeting, Members endorsed the general approach of the plan's development and the policing priorities to be adopted, as detailed at paragraph 8.
7. At the second workshop meeting with Members, held on 18th January 2013, a largely completed draft plan was presented together with the detail of the measures and targets developed to support delivery of the priorities. The

² S.6ZB as above

³ As determined under s.37A of the 1996 Act

plan and measures were endorsed subject to some minor amendments, all of which have been incorporated into the plan presented by this report to your Committee for formal approval.

Policing Priorities for 2013-14

8. The policing priorities for 2013-14 presented in the plan are:
- To protect the City of London from the threat of terrorism and extremism;
 - To protect the City of London and the UK from fraud;
 - To respond effectively to public disorder;
 - To reduce crime;
 - To improve road safety; and
 - Together with our partners, to tackle antisocial behaviour associated with the night time in the City of London.

Setting the priorities

9. Members will be aware from participation in the policing plan workshop meetings that the priorities were only set following a robust review of intelligence, threat, national drivers and results of engagement activities. The range of the priorities naturally mirrors the range of roles fulfilled by the Force, from pan-London and national responsibilities (counter terrorism fraud and public order) to addressing City-specific, community concerns around volume crime, road safety and antisocial behaviour associated with the night time economy.

Targets and measures

10. The targets and measures proposed to support delivery of the plan were shared with Members at the second workshop meeting on 18th January 2013, where they were informally approved subject to some minor amendments being made to wording. At that meeting, the Deputy Chairman, Simon Duckworth (in the Chair for the Committee meeting), stated that he was reassured that the Force had been through such a robust process in devising meaningful measures and including involvement by Members. A document detailing the rationale for each target, baseline information and how it would be reported was considered at that workshop. That document was subsequently presented for information to your Police Performance and Resource Management Sub Committee.

Finance and Value for Money

11. The plan contains high-level details of the Force's anticipated income and expenditure over the term covered by the plan. The figures included are those associated with the latest approved Medium Term Financial Plan. The tables show planned approved use of resources to address the anticipated funding gap for 2013-14.

Publishing the plan

12. It is very rare for forces to produce hard copies of policing plans with the norm now being for plans to be published on force and authority websites. Hard copies can be made available on request, although this is usually limited to a simple print of the PDF document on the website. There have not been any external requests for hard copies of any of the policing plans over the past five years.
13. It is proposed to include end of 3rd quarter performance data to publish the plan on the internet by 31st March 2013. This can be easily updated during April/May 2013 with end of financial year performance data once available, and thereafter an amended version of the plan published on the intranet.

Proposals

14. This Report proposes:
 - Your Committee adopts the Draft Policing Plan 2013-16 appended to this report as the Policing Plan for the City of London, subject to any amendments agreed by your Committee and Commissioner; and
 - Following approval the Plan is published on the internet by 31st March 2013; and
 - Performance against the Plan is reported quarterly to your Police Performance and Value for Money Sub Committee.

Strategic Implications

15. The Policing Plan directly supports the City of London Corporation's Vision to support and promote the City of London as the world leader in international finance and business services, maintaining high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

16. The Policing Plan also has regard to the priorities of the Safer City Partnership and the City Together strategy.

Conclusion

17. Issuing and publishing a Policing Plan remains a statutory obligation on the Force and Court of Common Council in its capacity as police authority. The Policing Plan appended to this report is compliant with current guidance on those matters policing plans must address. Accordingly, your Committee are invited to adopt the proposed Plan as the Policing Plan for the City of London.

Attached Papers:

Draft City of London Police Policing Plan 2013-16.

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City of London Policing Plan

2013-16

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SECTION 1

SERVICE DELIVERY

Introduction

Welcome to our policing plan in which we set out how we intend to police the City of London over the coming three years.

As all police forces, we continue to face significant financial challenges. To safeguard against an adverse impact on service delivery, over the past year we have fundamentally restructured to ensure that we can continue to provide an efficient, effective and financially sustainable service to the City of London. That is important as policing the Square Mile brings with it particular challenges, quite unlike any other policing area within the UK. The City of London remains the world's leading international financial and business centre. As such, it is an area where disruption to 'business as usual' would have significant impact on the diverse range of business interests located here. The continuing threats to the financial sector from terrorism and fraud related crime remain constant and consequently are key priorities for us. Terrorism and fraud both have a national dimension and our response to these threats, along with the other national threats articulated by the Strategic Policing Requirement, ensures we support the Government's requirement that forces address the most serious criminal threats that transcend force boundaries.

Our national work combating fraud continues to expand and it is our aim to continue to be a leader in the fight against economic crime: operational delivery is being complemented by regional fraud teams; our National Fraud Intelligence Bureau is rising to the challenge of meeting the needs of crime fighting agencies and industry; and our Fraud Academy is working with partners and stakeholders to improve training in the prevention, detection and investigation of fraud and economic crime. The foundations are well underway to ensure we work closely with the new National Crime Agency (NCA), due to be launched in October 2013. We will provide the link between the NCA and regional fraud teams to ensure a robust and effective response to the threat from fraud.

In addition to the hustle and bustle of a vibrant 24/7 business community, each night around 10,000 residents call the City their home, whilst every day over 300,000 people (from an estimated 189 different cultures and nationalities) come to work in the City from Greater London and the south east of England. Over 4 million people visit the City annually.

Overall crime levels in the City of London are amongst the lowest anywhere. However, that does not mean that we are complacent when it comes to tackling criminality. We are committed to fighting crime at all levels. Although we fulfil a national role tackling fraud and other serious criminality, our local role is no less important to us. It is often the case that residents' and workers' priorities will be different from those that impact on large corporations but their concerns are given no less appropriate regard. This distinction between our national and local roles is reflected in the range of our priorities. For 2013 we are introducing an additional priority which will focus on issues such as anti-

social behaviour, begging and criminality linked to the night time economy in the City of London. This is a direct response to these issues being highlighted by us as emerging problems and raised by our community as matters causing them concern.

Whilst this plan provides the details of how policing will be delivered in the City over the next three years we will review it annually. This allows us to take account of emerging issues and to reflect the needs of our community in such a dynamic environment.

The City of London Corporation as the Police Authority for the Square Mile

The first Police and Crime Commissioners were elected in November 2012 replacing traditional police authorities. The legislation that brought about this change did not apply to the City of London. The Court of Common Council will continue to be defined as the police authority for the City of London Police area in accordance with the provisions of the City of London Police Act 1839 and the Police Act 1996. The role of the police authority, however, is broadly similar to the role of a Police and Crime Commissioner, which is:

- to ensure the City of London Police runs an effective and efficient service by holding the Commissioner to account;
- to ensure value for money in the way the police is run; and
- set policing priorities taking into account the views of the community.

These, and other key duties, are specifically delegated to the Police Committee which fulfils the combined functions of Police and Crime Commissioners and Police and Crime Panels. Eleven of the thirteen members are Common Councilmen, thus ensuring a direct accountability to the electorate. The remaining two are independent persons drawn from the City community who are appointed through an open recruitment process. The Committee represents the City's residents, businesses and the many thousands of people who come to work in the Square Mile every day. The Police Committee meets eight times a year, facilitating its role to ensure an effective and efficient police force. Its scrutiny function is enhanced by a Performance Management and Resources Sub-Committee, a Professional Standards Sub-Committee and an Economic Crime Board. Other City Corporation committees, such as the Finance Committee and Audit and Risk Management Committee, complement this scrutiny function and secure value for money in all aspects of police work.

Our community is consulted on how the Square Mile is policed; both the City Corporation and the City Police organise regular events to engage with residents and businesses in the City and obtain views on what our local policing priorities should be. To achieve outcomes that matter to local people, the City Corporation is able to draw from expertise in the wide-ranging areas of services it provides and establish effective and strong partnership working, for example, through the Safer City Partnership, the City of London's Community Safety Partnership.

Our Mission

Our Mission is simple: to make the City of London safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring the community; investigating crime and bringing offenders to justice.

Outcome: a City where our workers, residents, businesses and visitors are safe and feel secure.

We will

- Act with integrity, compassion and courtesy, showing neither fear nor favour in what we do. We will be sensitive to the needs and dignity of victims and demonstrate respect for the human rights of all
- Use discretion, professional judgement and common sense to guide us and will be accountable for our decisions and actions. We will respond to well-founded criticism with a willingness to learn and change
- Identify and manage risk, seeking to achieve successful outcomes and to reduce the risk of harm to individuals and our community

We will

- Ensure that our staff are properly trained, equipped and supported to deal with their responsibilities
- Maintain, and develop further, a 'service culture' where staff and systems respond to, value, and deliver a high quality service
- Ensure confident consistent leadership and empowerment is developed at all levels of the organisation, focused on improving standards and performance
- Actively pursue new ways of working and develop partnership and collaboration opportunities, where they support our aims, to reduce costs and improve service efficiency and/or effectiveness

Together with our partners, we will strive to keep the City of London a safe place in which to work, live or visit. Our vision supports the City of London Corporation's vision to promote the City as the world leader in international finance and business services. Our contribution is to ensure a safe City, maintaining and delivering a high quality, accessible and responsive police service benefitting our community, our neighbours, London and the nation.

Our priorities

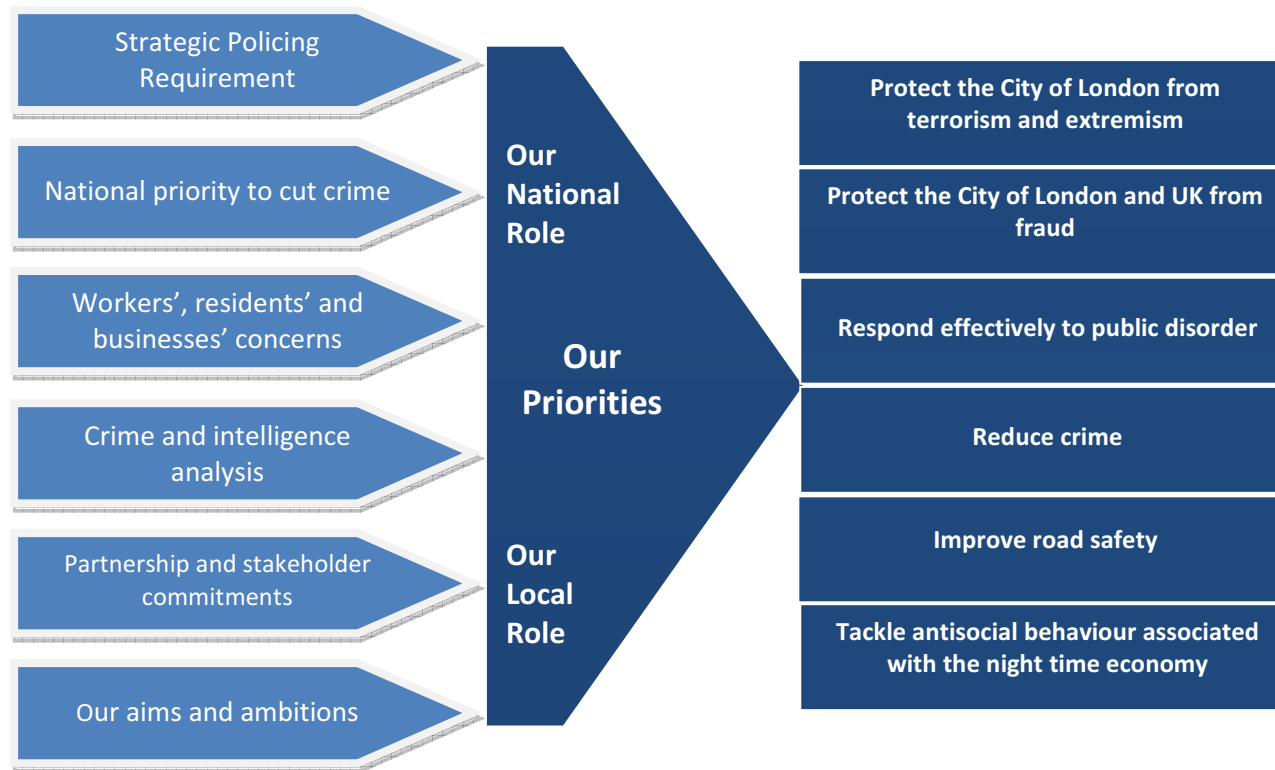
Our priorities are set with our Police Committee. We are committed to engaging with our community and listening to them so they can influence how our policing service is delivered. Engagement with key people ensures that our service is bespoke to the needs of the business City, whilst engagement at the most local level with residents and workers ensures that grass-roots concerns are heard and addressed.

Whilst the only current national priority imposed on the police service is to reduce crime, the Strategic Policing Requirement sets out those matters, mainly relating to terrorism, serious organised crime and civil unrest that the Home Secretary considers to be national threats transcending force boundaries. The priorities we have identified and adopted not only meet the needs and concerns of our community, they also fully support both of those national requirements.

When setting our priorities we also take account of our partnership commitments to the “City Together”¹ and the “Safer City”. This ensures that we support community safety priorities, just as our partners have regard to our priorities when setting their own.

Our resulting priorities can be split into two distinct strands – those that have a national dimension (albeit they are still important to all City of London community) and those that are specific to people who work or live in the City. Although we have expressed them diagrammatically in this way, they are not mutually exclusive and do not compete with each other for priority.

¹ The Local Strategic Plan for the City of London and available from www.cityoflondon.gov.uk



Whilst these are our principal operational priorities, they are not at the expense of the high quality 'everyday policing' that has become our hallmark. We continue to set challenging targets for responding to calls for assistance and levels of community satisfaction.

Counter Terrorism

Nationally and internationally the threat from terrorism remains high and is becoming more diverse and complex in its nature. The City's iconic status within London and the UK makes it an attractive target to those wishing to cause high-profile disruption. By continuing to protect the City of London from terrorism we will continue to protect the UK's interests as a whole.

It is vital that City businesses, residents, workers and visitors feel safe and reassured that we are doing everything possible to protect them from the threats posed by terrorism and domestic extremism. Working together with our community and with national and international partners is crucial if we are to be successful in this. We have formalised counter-terrorism arrangements with the Metropolitan Police Service, the British Transport Police and the Ministry of Defence. This results in a co-ordinated approach to deterring, detecting and disrupting terrorist activity, not only within the City of London but across the capital as a whole. It also ensures that we support the Strategic Policing Requirement in this important area.

We will maintain our preparedness to respond to a terrorist incident by regularly testing our own plans and working with businesses to exercise their plans. We will also enhance our methods of information sharing to encourage our community to report suspicious behaviour, creating a more hostile environment for terrorists and assisting us to manage our response to incidents. We are committed to maintaining our "ring of steel", policing and patrolling the City's entry and exit points at a level commensurate with the level of threat.

Keeping our community informed with timely information on emerging terrorism threats, through briefings, engagement and joint exercising, ensures that businesses understand the risks and challenges facing the City. It also means that wherever possible we will be able to act jointly with our community and partners to address issues. Last year we set a target to improve our engagement with small and medium sized enterprises in the City, which we have achieved. This year, in addition to other key activities (see page 11), we will be strengthening our engagement with groups to deliver our strategy that seeks to prevent people turning to terrorism or extremism.

Our Counter Terrorism Security Advisors will continue to provide a vital role in the provision of protective security advice and we will continue our commitment to Project Griffin. This coordinates police and private sector resources to protect the City from terrorism and is recognised as best practice having been adopted across the country and in many countries around the world. We will continue to work closely with the City of London Corporation and other partners to enhance security measures across the City of London. Our approach includes early engagement to design-out susceptibility to an attack.

We will continue to support the Government's counter terrorism strategy, which aims to prevent people becoming terrorists or supporting violent extremism, by building relationships with all members of the community and key organisations. This will help us to assess any vulnerability that may exist within our community and, if identified, challenge and disrupt it. We will support those who may be vulnerable and build resilience to violent extremism of all sorts. The intelligence we gather will drive our operational activity; analysis and development of this intelligence supports the continuous development and delivery of a range of options to ensure the City of London remains a safe environment.

The measures that we have developed and against which we will be assessed cover all aspects of our counter terrorism work. They focus on our preventative work, future-proofing the City against terrorist attack and the levels of confidence felt by our business community and wider community in our preparedness and capability to police counter terrorism.

Our priority: to protect the City of London from the threat of terrorism and extremism

Outcome: The City of London is protected from a terrorist attack

We will

- Deploy targeted, intelligence led and highly visible policing patrols appropriate to the level of threat
- Ensure maximum availability and effective deployment of specialist staff to provide additional security, protection and advice
- Make full use of existing and emerging technology such as Automatic Number Plate Recognition technology and CCTV systems

Outcome: We engage effectively with our community and partners

We will

- Continue to work with our community, in particular the City of London business community, to provide timely and relevant updates and training
- Work with our partner agencies to ensure that intelligence is shared and investigated at the earliest opportunity
- Work with our community to raise awareness and encourage reporting of suspicious activity

Outcome: We can deal with the consequences of and mitigate the impact of a terrorist incident

We will

- Prepare and rehearse plans with our partners in the emergency services and our community.
- Work in partnership to design out vulnerabilities of new developments at the earliest possible stage

Key Measures

CT Measure 1- To increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism

CT measure 2 - To ensure all relevant plans for business development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team

CT Measure 3- To deploy intelligence led, high visibility policing operations to counter the terrorism threat and to reassure the public

CT Measure 4 -To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively

Economic Crime

With fraud now estimated to cost the UK £73 billion a year, combating this area of crime is important to the whole country, not just the City of London. Most people who work or reside in the Square Mile will themselves have been victim of some type of fraud during the past 12 months, or certainly know someone who has been. But the nature of fraud is constantly evolving – it's increasingly perpetrated by highly organised groups - engaged in serious criminality that crosses regional, national and international boundaries.

Through our work as the *National Lead Force for Fraud*, we are at the heart of helping the police service respond to economic crime. Our approach to tackling fraud, particularly in respect of serious offences and cyber crime, also supports the Strategic Policing Requirement. We already play a significant role in delivering the government's "Fighting Fraud Together" strategy; increasingly we will be supporting the National Crime Agency in their efforts to combat economic crime. Whilst we host one of the largest fraud investigation capabilities in the country, through our 'Lead Force' capability we are committed to developing a national capability to deal with economic crime.

Since being given the role of *National Lead Force for Fraud* in 2008, we have continued to develop our capacity and capability in this area. Today, the National Fraud Intelligence Bureau (NFIB) operates one of the most advanced police analytical systems in the world. In partnership with the government's national fraud reporting facility *Action Fraud* (www.actionfraud.police.uk), the bureau analyses millions of records every year in order to identify criminal networks², target suspects and support victims of fraud.

A major enhancement to the NFIB's capability is the national roll-out, across police forces, of *Action Fraud*. With all police reports of fraud now processed through the NFIB, it is far easier to focus investigation and disruption against the most prolific criminals. Helping to analyse and use this data are Regional Intelligence Officers (RIOs), introduced during 2012/13 into ten geographical areas of the UK. RIOs are helping regional forces to target their enforcement efforts to best effect. By the end of 2015 RIOs will be supplemented by Regional Investigation Teams in – a major element of our ambition to improve the police response to victims of fraud.

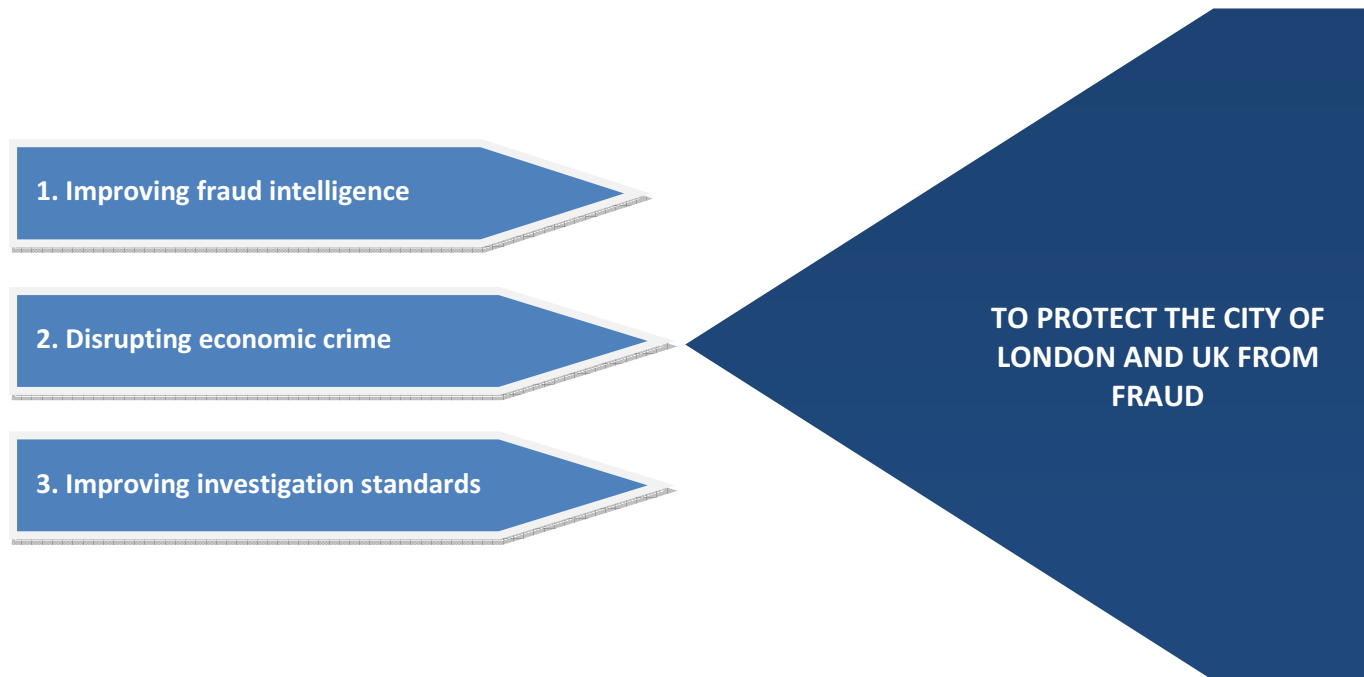
Organised Crime Groups

Organised crime groups impact across the whole range of criminal activities, including terrorism and major crime. Within the City of London, however, the largest numbers of these groups are engaged in fraud. Our aim is to increase our knowledge of these groups and then, using a

² A network can include a single perpetrator with technology support

variety of techniques, disrupt their activities so that they are less capable of causing harm. With the National Crime Agency (NCA) due to be established in autumn 2013, the Force is already working with the organisation's shadow command on live operations and intelligence gathering. The introduction of the NCA will see the police service and a host of government bodies, including Her Majesty's Revenue and Customs, join forces with the agency's own enforcement officers to tackle fraud. Our response to organised criminality is a further demonstration of our commitment to supporting the national strategic policing requirement.

There follows details of this priority's principal outcomes, how we will achieve them and how our success will be measured. Unlike the other measures in this plan, the economic crime measures are spread across five distinct areas, representing the broad range of activities conducted by the Economic Crime Directorate:



Our priority: To protect the City of London and UK from fraud

Outcome: An improved understanding of economic crime and better use of intelligence

Outcome: Economic crime at a local, regional and national level is disrupted

Outcome: Raised standards of investigation and prevention activity across the counter fraud community

We will:

- Share and refine information held within the National Fraud Intelligence Bureau (NFIB) to enhance the UK's National Strategic Assessment of economic crime
- Use intelligence to prevent fraud by disrupting key enablers including fraudulent websites and compromised bank accounts

We will:

- Disrupt organised crime groups who commit fraud
- To ensure that Fraud investigations are responsive and victim focused.
- Help the National Crime Agency to disrupt fraudsters by undertaking joint enforcement activity

We will:

- Provide specialist training and advice, through the Economic Crime & Fraud Training Academy, to improve the quality and effectiveness of fraud investigation
- Enhance and share best practice across the police service, government and private sector

Key Measures

EC Measure 1-To increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau

EC Measure 2 -To increase quantity and quality of fraud prevention products disseminated by the National Fraud Intelligence Bureau

Key Measures

EC Measure 3- To disrupt the top 10 organised crime groups causing the greatest harm.

EC Measure 4 -To ensure that at least 90% of fraud victims are satisfied with the service provided

Key Measures

EC Measure 5- To increase by 10% the number of police officers, public sector and private sector fraud investigators trained by the Fraud Academy.

EC Measure 6-To conduct reviews of investigations, to inform Fraud Academy training courses and best practice toolkits.

Public Order

The City's position at the heart of global finance results in it being an attractive target for protesters and demonstrations. Whilst we recognise people's right to protest, this must be balanced with our community's rights to go about their lawful business without fear of being harassed or harmed. A significant factor in the City's continuing pre-eminence in world finance is the degree of safety felt by the people living, working and visiting here.

We must continue to be capable of reacting effectively to the changing tactics used by protesters. Whilst many protests in the City are peaceful, some are not and it is our responsibility to deal swiftly, effectively and proportionately with a small minority of people who are intent on breaking the law.

It is essential that we maintain the capability and capacity to deal with potential spontaneous protest or unrest. It is also crucial that when a large scale event happens, residents and businesses know how to react. Over the coming year we will improve engagement with our community so that they are kept informed and prepared to deal with planned or spontaneous events which may have an impact on them.

Some incidents of public disorder are so serious and widespread that they require a response from more than one police force. We are committed to maintaining sufficient levels of suitably trained and equipped officers that can be mobilised quickly in response to such an incident where we might be required to provide assistance to a force outside of the City. We remain committed to fulfilling our obligations in this area in support of the Strategic Policing Requirement.

Public Order is not just about disorder. The City of London also hosts many large scale public events, such as the Lord's Mayor Show and services at St. Paul's Cathedral, many of which are attended by Royalty. Such events often require the deployment of hundreds of officers following weeks of planning. Additionally, there are many banquets that take part at Guildhall, the Mansion House and the numerous Livery Companies in the City, events which are often attended by VIPs and visiting Heads of State. Careful planning and effective policing ensures that these events pass off with the minimum of disruption to the City's community whilst ensuring the safety of those taking part.

Our priority: to respond effectively to public disorder

Outcome: We are prepared to deal with large scale event and public disorder

We will

- Ensure our officers are appropriately equipped and trained to deal with disorder
- Ensure effective use of intelligence to inform tactics and deployment of our resources
- Work in partnership with the Metropolitan Police and the British Transport Police under agreed protocols to ensure a consistent approach to policing events and protests across London

Outcome: We engage effectively with our community and partners

We will

- Work with our partners in the City of London Corporation to plan for and address large events
- Provide updates to the City residents, businesses and workers to assist them to react effectively to events
- Develop best use of social media to help keep the public informed and provide new ways for them to provide us with information

Outcome: We respond effectively to the threat posed by public disorder

We will

- Maximise the visibility and accessibility of our officers to be able to respond quickly to an incident
- Deploy trained officers effectively to prevent or deal with incidents of disorder
- Continuously review tactics and options in line with identified best practice

Key Measures

PO Measure 1- To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement

PO Measure 2- To deliver ongoing organisational improvements and development relating to public order deployments

PO Measure 3 - To ensure at that least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events

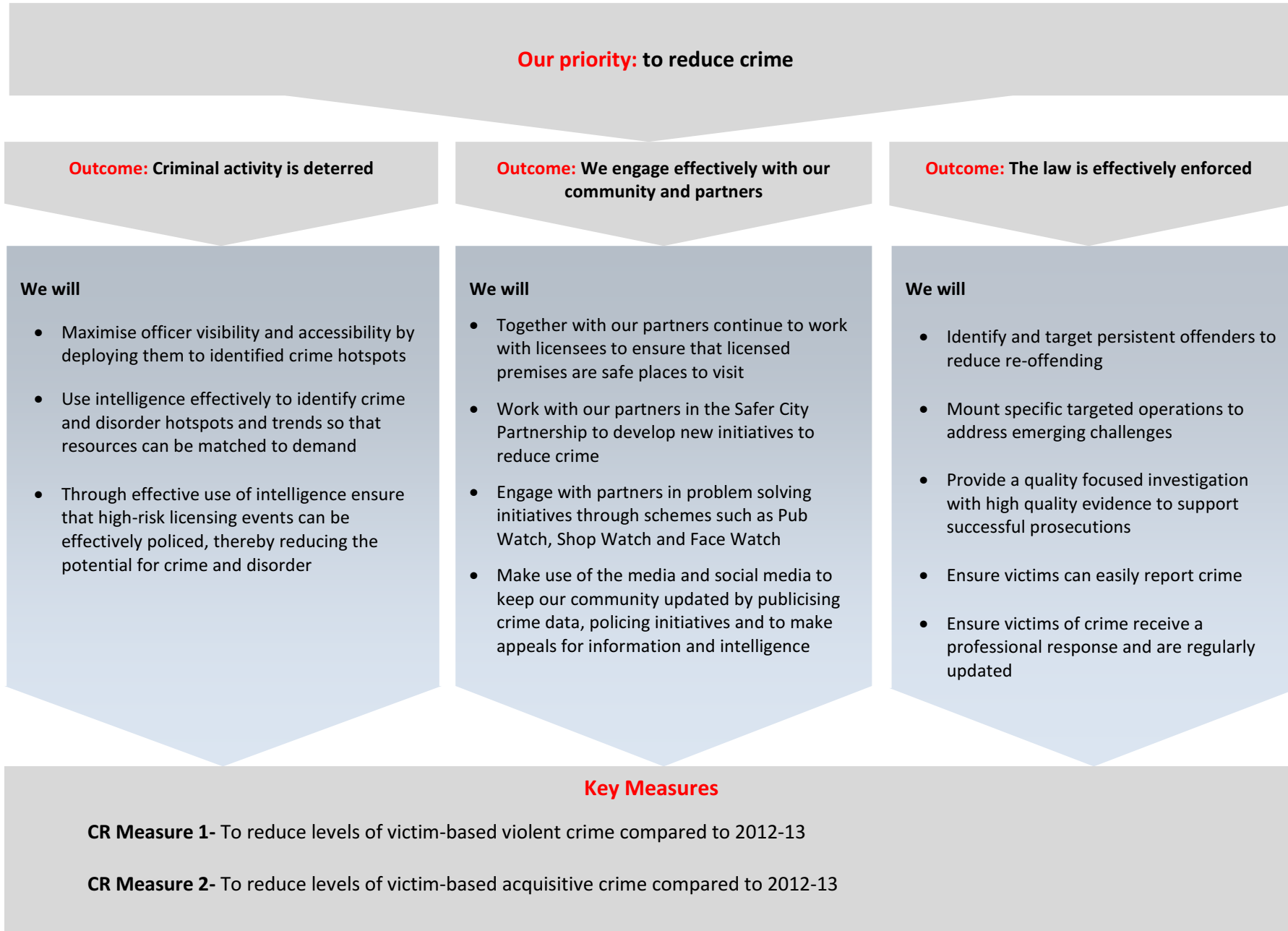
Reducing Crime

The low levels of crime recorded in the City of London makes it one of the safest places in the country; in fact, the City has witnessed year on year reductions in crime over the past eleven years. However, it is important that we do not become complacent and we intend to continue to build on previous years' successes. The current economic climate has inevitably had an effect on our community, which has resulted in more focussed policing activity to prevent increases in theft. Having effective incident and crime management strategies, together with our commitment to respond swiftly to calls from the public, will help us to achieve this.

Reducing crime remains a government imperative. It is also the case that in any survey where a relevant question is asked, crime levels are important to anyone who lives in, works in or visits the City. Over the coming year we will continue to focus on those areas which have the most impact on our community, namely victim-based crimes of violence and acquisitive crimes. The term "victim-based" covers a distinct but broad category of violent crimes ranging from homicide to minor assaults. It includes violence against the person, rape, other sexual offences and robbery. Victim based acquisitive crime includes burglary, shoplifting, vehicle crime and other forms of theft. Between them they constitute the greatest volume of crimes committed in the City. Our aim is to build on our achievements from previous years and further reduce both categories of victim-based crimes to a level even lower than in 2012-13.

We will continue to be innovative in our approach to targeting crime hotspots and known offenders. We will build on recent achievements to ensure that our patrolling strategies offer re-assurance to our community. Together with our partners we will tackle alcohol-related violence through a joined-up approach, including a robust, fair and consistent approach to licensing issues.

Crime prevention remains a powerful tool in empowering people to act to keep the City safe. Maintaining and building on relationships with our residents, businesses and workers will encourage them to take an active citizen role. Our partnership work, principally with the Safer City Partnership, but also with partners in the security industry, ensures that we continue to tackle crime effectively so as to keep the City of London as crime-free as possible.



Roads Policing

Road safety continues to be highlighted by residents, workers and visitors as a concern. It is a priority for the City of London Corporation and for the City of London Police to minimise the dangers posed to all road users. Traffic-related incidents can be reduced by a combination of enforcement, education and engineering, which is why a partnership approach is so important. Our principal role is to enforce road traffic legislation. This is supported by an educational role, where, together with our partners we run road safety campaigns and other educational events to impact positively on road safety.

The threat to vulnerable road users is increased by the number of construction projects in the City. These include the renewal of the Victorian main drain, Crossrail and the Thames Tideway Tunnel project, all of which significantly increases the number of large goods vehicles on the City's roads. These, together with the Mayor of London's strategy to increase the number of cyclists in London by 400% over coming years, increases not only the threat but also potential degree of injury, to vulnerable users. We will continue to work with the City of London Corporation and our partners in Transport for London, as well as community groups, to improve safety on our roads.

Modern roads policing is not just about traffic collisions. A major focus is on denying criminals use of the roads network, and this is particularly important within the City of London. The use of Automated Number Plate Recognition (ANPR) technology and the use of fixed and mobile cameras are invaluable to roads policing. Real-time analysis of alerts highlighted by the ANPR system allows for early and effective intervention into situations, which helps to maintain the City as a safe and low-crime area. The ANPR system is a useful tool in tackling serious criminality that crosses force boundaries. As such it is further example of how we, through this priority, support the Strategic Policing Requirement.

Our overall aim is to support the City of London Corporation's target to reduce the number of killed and seriously injured people on the City's roads, which we will achieve using a number of tactical approaches. We will continue to reduce the risk of harm being caused to those using the road network in the City of London, as well as to deter and detect offenders, by:

- Using intelligence-led tactics and technology to target criminals who use our roads to carry out illegal activity
- Targeting offences by commercial vehicle drivers
- Targeting unlicensed and uninsured drivers

- Targeting unroadworthy vehicles
- Targeting unlicensed minicabs
- Targeting all road users who disregard the law
- Creating strategic and tactical groups to deliver roads policing
- Using driver/rider diversion schemes for offenders to change behaviour through education and awareness.
- Promoting education and enforcement initiatives with our partners in the City of London Corporation and Transport for London to reduce incidents of conflict, collisions and casualties
- Working with our partners in the City of London Corporation, Transport for London and Safer City Partnership to provide a programme of education to all road users

Our priority: to improve road safety

Outcome: City roads are safer

We will

- Develop initiatives to provide an ongoing programme of activities to improve road safety
- Develop intelligence led tactics to target criminals who use our roads to carry out illegal activity
- Develop our automatic number plate recognition system to improve its function in road safety

Outcome: We engage effectively with our community and partners

We will

- Work in partnership with Transport for London and the City of London Corporation to deliver our roads policing obligations.
- Educate cyclists and support cycling groups to promote safe and responsible road use
- Engage with our community about the risks to vulnerable road users

Outcome: The law is effectively enforced

We will

- Target road traffic offenders
- Examine the roadworthiness and safety of commercial vehicles
- Maximise the visibility and accessibility of our officers at key road junctions across the City of London

Key Measures

RP Measure 1- To support the City of London Corporation's casualty reduction target through enforcement and education activities

RP Measure 2- To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13

RP Measure 3 - To increase the number of referrals to the Safer Cycle Scheme and the Driver Alert Scheme compared to 2012-13

Antisocial Behaviour

Whilst the City of London is still the business heart of London and the country, it is also a vibrant cultural centre where people meet socially in its many bars, restaurants and hotels. With this comes an increase in the types of issues often associated with a lively night time economy such as antisocial behaviour and alcohol related offences.

Together with issues around feelings of safety and maintaining low levels of crime, these are the main concerns highlighted by residents and workers in surveys and meetings. However, over the past year, these issues have been joined by begging and rough sleeping. Whilst we are committed to dealing sensitively with vulnerable people, rough sleeping and begging will be dealt with robustly. Referrals will be made where appropriate to our partners in the City of London Corporation and other agencies who deal with homelessness and together with our partners in the Safer City Partnership, we will work to reduce incidents of begging and rough sleeping.

Antisocial behaviour affects the quality of people's lives at a fundamental level. We will continue using a range of strategies and tools to prevent antisocial behaviour and to address it when it happens. Our success in addressing local concerns, including antisocial behaviour, is borne out by high levels of satisfaction with how policing is delivered in the City of London, coupled with low levels of complaints. Our response is to take a multi-tiered approach to addressing local issues. Where concerns are restricted to one location and are intermittent, we implement a local solution to a specific problem. Where an issue is more widespread, we involve our partners and community to address the problem jointly. Where there is a significant threat or persistent issue that impacts on the City more widely, it is usually reflected in our policing priorities and can require a force-wide response. Whichever approach is taken, and sometimes it can be a combination, the result is a swift and appropriate answer to the problem.

Our priority: together with our partners, to tackle anti-social behaviour associated with the night time in the City of London

Outcome: Low levels of anti-social behaviour

We will

- Work with our partners in the Safer City Partnership to tackle anti-social behaviour by using all tools and powers available to us
- Work with our partners to obtain anti-social behaviour orders against persistent offenders or those persons identified as persistent or aggressive beggars

Outcome: The City is a safe place in which to work, visit and spend leisure time

We will

- Regularly visit licensed premises, to provide crime prevention advice and to prevent and detect licensing offences
- Patrol areas around licensed premises where anti social behaviour has occurred, to prevent and detect such incidents

Outcome: Low levels of rough sleeping and begging

We will

- Patrol hotspot areas where begging is an issue and, working with partners, take appropriate action through prevention, enforcement or referral to treatment programmes.
- Work with partners to reduce the number of rough sleepers within the City of London.

Key Measures

ASB Measure 1- To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the way the police handled their case

ASB Measure 2- To reduce the average annual number of rough sleepers in the City of London

ASB Measure 3- To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises

ASB Measure 4 - To run intelligence led operations to target threats associated with the night time economy

Response and Satisfaction

We are proud to provide a bespoke policing service to the City of London, whether that service is directed to businesses, residents, workers or visitors. Talking to our community and identifying local issues and concerns is an essential element that shapes how we deliver policing at the most local level. Regular engagement with our community, in a varied range of locations across the City that includes church halls, supermarkets and schools has helped to shape how policing is delivered throughout the City of London.

We recognise that individual concerns of residents and workers are often very different from the issues that impact on businesses as a whole. To address that we engage with chief executive groups, hold regular business briefings on threat levels, and deliver tailor made presentations to meet the needs of businesses. This continuous dialogue with our business partners and community helps us to understand fully not only the corporate risk and other issues that impact on businesses, but also assists us to tailor our response to their particular needs.

It is important to us that our community is satisfied with the service we provide. We have set challenging satisfaction targets that will gauge how we are performing in this important area, and regular reporting against these targets helps us to identify and address issues at an early stage so that remedial action can be taken and we can learn to improve our service in the future.

We know that when a call is made for assistance, a quick and professional response is required. Our emergency response target is one of the most challenging in the country and helps to ensure that we deal with situations and issues quickly and diligently. Our overall response to community policing has resulted in us having a reputation for delivering visible, responsive and professional policing across the whole range of policing services

Our aim: We will provide a professional, responsive police force serving our workers, residents, businesses and visitors

Outcome: Effective partnership working

We will

- Work with the Safer City Partnership and other partners, adopting a collaborative approach to problem solving to maintain the City of London as a low crime and safe area

Outcome: We engage effectively

We will

- Engage with and work with our community to address local concerns
- Broaden the range of engagement techniques we use to ensure we reach all sections of our diverse community

Outcome: We are accessible and responsive

We will

- Provide a range of options for people to contact us easily
- Ensure we put our officers in the right places at the right times to provide a responsive, professional service
- Meet our target to respond to emergency calls

Key Measures

- To ensure at least 85% of City street population surveyed consider the police in the City of London are doing a good or excellent job
- To respond to at least 95% of 999 calls within the national target response time of 12 minutes

SECTION 2

BACKGROUND INFORMATION

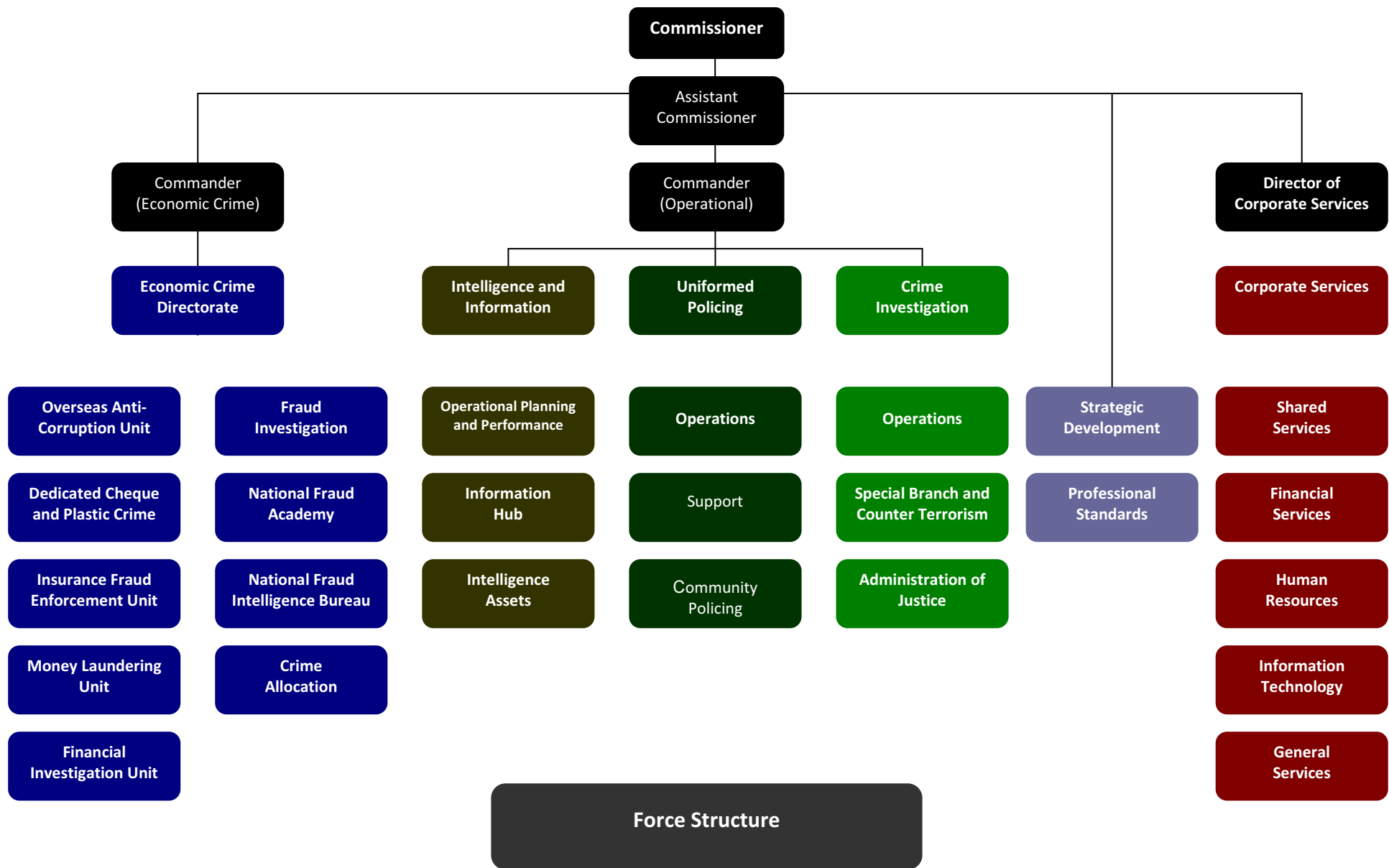
“City First”, leadership and how we are structured to deliver our services

All police forces face considerable financial challenges to present balanced budgets over the term covered by the comprehensive spending review 2011-14. The challenge is made more acute given there is an expectation that whilst funding will reduce, service delivery should not be compromised. We know that our community expect a professional service that is delivered efficiently and provides good value for money, and we are committed to ensuring that is what our community receives. Our principal response to this challenge was, therefore, to restructure our services through the City First Change Programme. All of the groundwork has now been done, and we will continue to implement the City First Change Programme throughout 2013-14. Its implementation will deliver a high quality police service to protect the City and its community, which is visible, accessible and demonstrates clear value for money.

City First Vision: to develop a City of London focused policing model based on a commitment to service delivery that provides value for money and is affordable given known financial constraints

We will

- Focus on minimising cost and maximising the use of resources, ensuring our high quality service to the public is not affected by budget constraints or our organisational boundaries
- Develop the culture and values of the Force to ensure that all our staff feel valued and respected, and we respond to their concerns
- Seek out opportunities, wherever possible, to provide the City of London Police with long-term financial sustainability



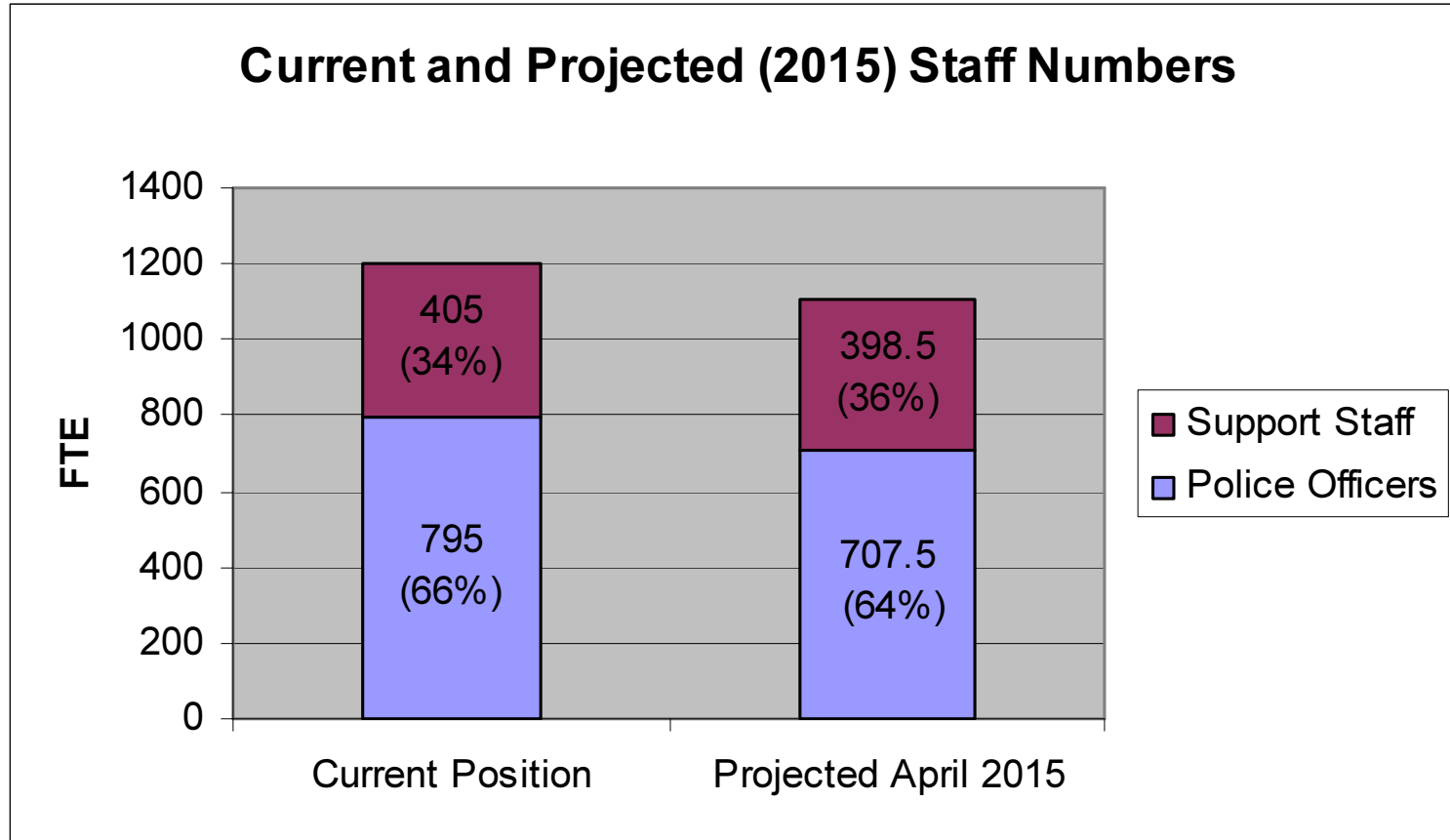
Force Structure

Finance and Resources

Unlike most other police forces a significant part of our funding comes from a combination of sources other than the Home Office. To plan effectively over the medium term therefore, we have had to make assumptions when developing our financial strategy, including general rates of inflation, the business rate premium (an element of business rates that are levied and applied to security), and pay freezes, amongst other things. The table immediately below provides a high level summary of our anticipated expenditure and income over the course of this plan.

	Proposed 2013/14	Projected 2014/15	Projected 2015/16
EXPENDITURE	£m	£m	£m
Employees (including pensions)	68.5	65.5	66.1
Premises	4.4	4.2	4.2
Transport	2.5	2.5	2.5
Supplies and services	20.5	20.0	20.0
Third party payments	0.9	1.4	1.4
Central and other recharges	2.8	3.0	3.0
Capital expenditure (including financing)	2.2	0.9	0.9
Operational Contingency	0.3	0.3	0.3
TOTAL EXPENDITURE	102.1	97.8	98.4

	Proposed 2013/14	Projected 2014/15	Projected 2015/16
INCOME	£m	£m	£m
Home Office Police grant	57.8	54.7	52.7
City of London	5.1	6.6	6.6
TOTAL GENERAL POLICE GRANT	62.9	61.3	59.3
Home Office specific grants	24.8	24.5	24.5
Other specific grants	9.1	9.2	9.2
Other receipts	1.9	1.9	1.9
Home Office capital grant	0.8	0.9	0.9
TOTAL INCOME	99.5	97.8	95.8
FUNDING GAP	2.6	0.0	2.6
Planned use of reserves	2.6	0.0	2.6



Summary of performance measures for 2013-14

Protect the City of London from terrorism and extremism

CT Measure 1- To increase the number of engagements with the community aimed at deterring people supporting terrorism or violent extremism

CT measure 2 - To ensure all relevant plans for business development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team

CT Measure 3- To deploy intelligence led, high visibility policing operations to counter the terrorism threat and to reassure the public

CT Measure 4 -To ensure that at least 90% of people surveyed consider the City of London Police is prepared and capable of policing the terrorist threat effectively

Protect the City of London and UK from fraud

EC Measure 1-To increase the number of government and industry sectors providing economic crime data to the National Fraud Intelligence Bureau

EC Measure 2 -To increase quantity and quality of fraud prevention products disseminated by the National Fraud Intelligence Bureau

EC Measure 3- To disrupt the top 10 organised crime groups causing the greatest harm.

EC Measure 4 -To ensure that at least 90% of fraud victims are satisfied with the service provided

EC Measure 5- To increase by 10% the number of police officers, public sector and private sector fraud investigators trained by the Fraud Academy.

EC Measure 6-To review investigations, to inform Fraud Academy training courses and best practice toolkits.

Respond effectively to public disorder

PO Measure 1- To meet all national requirements for public order mobilisation in support of the Strategic Policing Requirement

PO Measure 2- To deliver ongoing organisational improvements and development in regard to public order deployments

PO Measure 3- To ensure that at least 85% of residents and businesses are satisfied with the information received in relation to pre-planned events

Crime Reduction

CR Measure 1- To reduce levels of victim-based violent crime compared to 2012-13

CR Measure 2- To reduce levels of victim-based acquisitive crime compared to 2012-13

Improve road safety

RP Measure 1- To support the City of London Corporation's casualty reduction target through enforcement and education activities.

RP Measure 2- To increase the number of uninsured vehicles seized and unlicensed drivers apprehended compared to 2012-13

RP Measure 3- To increase the number of referrals to the Safer Cycle Scheme and Driver Alert Scheme compared to 2012-13

Antisocial Behaviour

ASB Measure 1- To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the way the police handled their case.

ASB Measure 2- To reduce the average annual number of rough sleepers in the City of London

ASB Measure 3- To actively promote, with partners, effective stewardship and crime prevention activities within licensed premises

ASB Measure 4 - To run intelligence led operations to target threats associated with the night time economy

Satisfaction and Response

- To ensure at least 85% of City street population surveyed consider the police in the City of London are doing an excellent or good job
- To respond to at least 95% of 999 calls within the national target response time of 12 minutes

How we performed against our 2012-13 targets³

A note about performance: There follows a summary of how we performed against our policing plan targets during 2012-13. When police performance concerning tackling crime is reported nationally, comparisons with other forces are often made. This can produce a distorted picture of crime in the City of London as such national comparison sites often use a per head of population figure. It is widely accepted that there is no direct fit between us and other police forces, and therefore we do not belong to a “most similar force” grouping of police forces. That is also the reason that no comparison is made with other police forces on the indicators that follow.

Protect the City of London from terrorism and extremism

Target: To maintain at least 95% of our dedicated Ring of Steel patrols at a level commensurate with terrorist threat levels	GREEN
<i>We achieved 100% of taskings associated with counter terrorism and the ring of steel</i>	

Target: By 31 st March 2013, to have delivered a programme to improve the quality and coverage of engagement with Small and Medium Sized Enterprises	GREEN
<i>Over the course of the year we increased the number of SMEs it engaged with (from 290 to 3500) and quality, assessed by feedback from surveys, has also improved.</i>	

Target: To ensure all relevant plans for development within the City of London are subject to consultation and scrutiny by the Counter Terrorism Architectural Liaison team	GREEN
<i>We reviewed and provided advice on 100% of relevant applications for developments</i>	

Target: To ensure that at least 85% of people attending Project Griffin and/or Argus seminars consider the City of London Police is prepared and capable of dealing with a terrorist or major incident	GREEN
<i>We recorded an average of 97% of attendees at events who consider the City of London Police is prepared and capable of dealing with a terrorist or major incident</i>	

Protect the City of London and UK from fraud

Target: To disrupt at least 25% of Organised Crime Gangs who use fraud as a means of stealing from individuals, businesses and the public sector	GREEN
<i>We have disrupted 20 OCGs against a year to date target of 18</i>	

³ Performance information included here is to the end of December 2012, it will be replaced with end of year performance data when it becomes available during April and May 2013.

Target: To improve the quality of fraud alerts and warnings shared with businesses and public sector organisations	AMBER
<i>Only one survey has been completed to date, therefore it is not possible to state that businesses agree the alerts have improved</i>	

Target: To ensure 85% or more people attending Fraud Academy Courses are very satisfied overall with the quality and content of courses attended	GREEN
<i>We recorded an average satisfaction rate for Fraud Academy courses of 95%</i>	

Target: To participate in at least 95% of enforcement campaigns coordinated by the National Crime Agency's Economic Crime Operations Group	GREEN
<i>We have participated in 100% of requested campaigns</i>	

Respond effectively to public disorder

Target: To maintain at least 95% of the number of trained and equipped officers required to meet the national requirements for public order mobilisation and support the Olympic and Paralympic Games	GREEN
<i>We met 100% of our obligations to supply resources for mutual aid to other forces and in support of the Olympic and Paralympic Games.</i>	

Target: To ensure at least 80% of residents and businesses are satisfied with the information received in relation to large pre-planned events	GREEN
<i>95.1% of businesses and 91.2% of residents said they were satisfied with information received relating to large, pre-planned events</i>	

Reduce crime

Target: To reduce levels of violent crime compared to 2011-12	RED
<i>At the end of December 2012, we were 31 crimes over the year to date target, 457 crimes against a target of 426</i>	

Target: To reduce levels of acquisitive crime compared to 2011-12	GREEN
<i>At the end of December 2012 we recorded 7% fewer offences than at the same point in 2011-12</i>	

Reduce injuries on the City's roads

Target: To reduce the number of collisions resulting in injury compared to 2011-12	GREEN
<i>At the end of December 2012 we recorded 321 collisions resulting in injury compared to 324 at the same point in 2011-12</i>	
Target: To increase the number of uninsured vehicles seized compared to 2011-12	GREEN
<i>We have seized 298 uninsured vehicles compared to 249 at the same point in 2011-12</i>	
Target: To increase the number of cyclists referred to the Capital Cycle Safe Scheme ⁴ compared to 2011-12	GREEN
<i>We have referred 147 cyclists to the scheme against a baseline target of 128</i>	

Satisfaction and Response

Target: To ensure at least 85% or more crime victims and those reporting antisocial behaviour are satisfied with the way police handled their case (whole experience)	GREEN
<i>At the end of December we recorded a 85.6% victims of crime satisfaction rate and a 93.2% ASB satisfaction rate</i>	
Target: To ensure at least 80% of the City's street population surveyed consider the police in the City of London are doing an excellent or good job	GREEN
<i>At the end of September (latest data available) we recorded a 91.7% satisfaction rate</i>	
Target: To respond to at least 95% of 999 calls within 12 minutes	GREEN
<i>At the end of December we had achieved responding to 97.4% of 999 calls within 12 minutes</i>	

⁴ The Capital Cycle Safe Scheme is an initiative that provides cyclists who have been apprehended for poor road use with an opportunity to be diverted from prosecution on to an education scheme rather than face prosecution or a £30 fixed penalty notice fine.

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Professional Standards

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London EC2M 4WN
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020 7601 2770

Bishopsgate Police Station

182 Bishopsgate
London EC2M 4NP
Open 24 hours

Economic Crime Directorate

21 New Street
London
EC2M 4TP

Snow Hill Police Station

5 Snow Hill
London EC1A 2DP
Open 24 hours

Barbican Satellite Police Office

Shakespeare Tower
Barbican Estate
London EC2

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Agenda Item 6

Committee(s): Police	Date(s): 15 th February 2013
Subject: Stop and Search- Review by NPIA of 'Next Steps' initiative	Public
Report of: Commissioner of Police POL 11/13	For Information
<p style="text-align: center;"><u>Summary</u></p> <p>In 2007, responsibility for developing practice in stop and search passed from the Home Office to the National Policing Improvement Agency (NPIA). The NPIA Next Steps initiative, which launched in late 2009, provided some helpful principles and policies which, if effectively implemented, would help to bring down rates of disproportionality in stop and search.</p> <p>Next Steps was designed to secure good practice which was intelligence-based and underpinned by community confidence and support. It included measures to combat non-recording, analysis of trends down to local level, including individual officer patterns, and reinforcement of training messages (for example what constitutes and does not constitute 'reasonable grounds for suspicion') and information from analysis at daily briefings.</p> <p>City of London Police (CoLP) implemented the Next Steps initiative as part of the national roll out in April 2012 and a review of the implementation of the initiative was conducted by the NPIA in November 2012 over a five day period.</p> <p>Overall the findings were extremely positive and the review team found good evidence that the power is used legitimately, accountably and effectively. It was noted by the review team that residents make up only 2% of those stopped in the City, which meant that it was not possible to baseline a resident population figure to calculate disproportionality. It was also noted that 65% of those stopped in the City are non resident in the UK. The review team were particularly complimentary of the Forces efforts to commission independent work to ensure that it does not use the power disproportionately. Additionally, the review team were very impressed by the high quality of the training package used by the Force, remarking that it should be regarded as the epitome of national good practice.</p> <p>Areas for further consideration included the Force's conversion rate from stop</p>	

to arrest which is currently showing 8% in published figures. It has been found that this is largely due to how the information is recorded and this is being addressed. Secondly, the review team found that there appears to be a disproportionately high complaint rate for stop and account. However, they acknowledge that this may be influenced by the stops for possible hostile reconnaissance (Operation Lightening), which they accept is specific to the local environment of the City with the threat from terrorism and concluded that it is an appropriate and effective use of the power.

Recommendations

It is recommended that this report be received and its content noted.

Main Report

Background

1. In 2007, responsibility for developing practice in stop and search passed from the Home Office to the National Policing Improvement Agency (NPIA). The NPIA Next Steps initiative, which launched in late 2009, provided some helpful principles and policies which it was felt, if effectively implemented, would help to bring down rates of disproportionality in stop and search.
2. Next Steps was designed to secure practice which was intelligence-based and underpinned by community confidence and support. Among other measures it included the allocation of specific roles for officers at key ranks and positions, measures to combat non-recording, analysis of trends down to local level, including individual officer patterns, and reinforcement of training messages (for example what constitutes and does not constitute ‘reasonable grounds for suspicion’) and information from analysis at daily briefings. ‘Next Steps’ had a scheduled roll out to forces, with central quality control, instead of its full or partial introduction being left to chief officers’ discretion.

Next Steps:

- argued that disproportionality which cannot be accounted for, shows that the power, is not being used efficiently or effectively

- set out to improve community confidence and stated categorically that no stop and search should be undertaken without specific reasonable grounds and no stops/searches should be undertaken to meet performance targets
 - emphasised the need for recording, including information which if given to a responsible third party, would satisfy them that reasonable grounds were present
 - also noted that targeting stop and search in areas where crime rates are low and where there is high disproportionality, suggests that the power is being used unfairly, inefficiently and wasting public money
 - called for guidance on reasonable suspicion in specific circumstances and ensured that suspect descriptions are sufficiently precise to ensure that racial profiling is not taking place
 - recommended a whole range of managerial and other responses including the proactive involvement of communities through Community Policing initiatives, and proactive marketing of the Association of Police Authorities' Know Your Rights leaflet.
3. The Commission for Equality and Human Rights fully supported the aims and recommendations of the Next Steps initiative and called for its full implementation in forces across the country. City of London Police implemented the Next Steps initiative as part of the national roll out in April 2012.

Current Position

4. The NPIA conducted a review of the Next Steps initiative in Forces and the review process commenced in the City of London on the 19th November 2012.
5. The review took five days and included the following:
- Data analysis
 - Staff briefings
 - Daily management meeting
 - Daily briefing meeting
 - Focus group discussions with Constables and Sergeants
 - Structured interviews with:
 - Intelligence unit
 - Training Unit

- Performance lead
- Diversity lead
- Partnership lead
- Neighbourhood Policing
- BCU Commander
- Police Committee Lead
- Force professional standards

Review Findings

6. The following key points were raised by the NPIA team at the conclusion of the review:
 - There is no evidence of a disproportionate use of Stop and Search in the City of London
 - There is strong evidence that the power is used:
 - Legitimately – in accordance with PACE
 - Accountably – the power is used to meet the needs of the local community
 - Effectively - there is a demonstrable link between its use and the tasking/briefing process
 - There is evidence that the power is used efficiently with analysis showing a 24% arrest rate however this figure does not match data in the public domain which shows an arrest rate of 8%. (*Currently up to 12.5%, however is likely to be as high as 24% due to an issue with recording stop and searches on the relevant system*).
7. In comparison with other police forces the data highlights two striking anomalies:
 - There is a high use of the power to search for cannabis
 - There is a low complaint rate for Stop and Search but a relatively high complaint rate for Stop and Account
8. Because the resident population account for only 2% of those stopped and searched in the City, it is not possible to establish a baseline resident population figure to calculate disproportionality. Additionally, figures showed that 65% of those stopped and searched are not residents in the UK. The review team noted CoLPs extensive attempts to use the “available street population” to establish a proportion baseline and the

academic reports which have been commissioned by the Force to identify any disproportionality in the application of stop and search.

9. The Next Steps team have recommended that CoLP do not pursue any further work in this area as there is strong consistent evidence that the use of the power is not discriminatory. It recommends that any future work looks at individual officers to ensure they are using the power appropriately, as opposed to institutional monitoring.
10. The team concluded that stop and search is regarded as a valuable tool which officers are encouraged, but not compelled to use. There was extensive praise from the team in relation to the linkages between the application of the power and the tasking and briefing systems. In addition, the Inspection team were very impressed by the high quality of the training package used by the City of London Police, remarking that the Force should be regarded as the epitome of national good practice.

Areas for consideration

11. There were, however a couple of points for CoLP to consider to guarantee the continued high standards of application of the legislation and ensure that the Force is capturing the right data to demonstrate this.
12. Firstly, the Force's current conversion rate to arrest is shown at a very low figure of 8%, however the Force Performance Information Unit carried out some extensive work recently to establish the proportion of arrests arising from searches which did not generate a form 386 (stop and search form). It is important to note that the requirement to generate a form 386, for those persons actually arrested following a search, was removed by the changes made under the Crime and Security Act 2012. Because of the way the relevant system is designed, it is very difficult to record and extrapolate this information in a single consistent method, which has necessitated many long hours of manual checks in order to establish the correct figures. The report indicates that the true conversion rate figure could be as high as 24%, which is far above the national average and demonstrates the importance of the Force finding a solution to capture and extract this information accurately in the future.
13. The Force is in the process of reviewing the records affected and obtaining manual search records for the missing data. A medium term solution is being sought through the system providers.

14. Secondly, the report noted that the Force appears to have a disproportionately high complaint rate for stop and account; however examination of the data concludes that the majority of stops relate to ‘Operation Lightning’ where Officers question members of the public in relation to potential hostile reconnaissance in relation to terrorism. The activity is driven through force tasking and in some cases, as a result of concerns raised to the Police by city businesses. The review team concluded that the stops were legitimate and in line with the needs of the *local* community in the City of London.
15. The report noted that whilst the Force has a high focus on searching for drugs, namely cannabis, this is generally as a result of Automatic Number Plate Recognition (ANPR) activations and entry point policing activity, where vehicles are stopped and officers smell cannabis within the vehicle. The team concluded that it is an appropriate and effective use of the power.
16. The Force is in the process of setting up an external community scrutiny group in order to provide a really objective look at the work of individual officers and their application of the relevant stop and search powers. The review team welcomed this as an example of excellent innovation.
17. A copy of this report was sent to the Lead Member for EDHR for information and the report of the Next Steps review team is attached at Appendix A.

Conclusion

18. In conclusion, the results of the review were extremely positive for an area of policing which nationally, is often fairly controversial.

Appendices

Appendix A- Report by NPIA on Next Steps Review for City of London Police.

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"Next Steps" report to City of London Police

Methodology

The "Next Steps" review process in the City of London police commenced on 19 November 2012.

This report is based on the full implementation of the "Next Steps" workbook including:

- Data analysis
- Staff briefings
- Daily management meeting
- Daily briefing meeting
- Focus group discussions with Constables and Sergeants
- Structured interviews with:
 - Intelligence unit
 - Training Unit
 - Performance lead
 - Diversity lead
 - Partnership lead
 - Neighbourhood Policing
 - BCU Commander
 - Police Committee Lead
 - Force professional standards

This report highlights a number of key findings and proposes a way forward.

Overview

"Next Steps" is a tool to increase community confidence through the legal, accountable, efficient and effective use of PACE Stop and Search. In addition the tool identifies any unjustified drivers of race disproportionality in the use of the power.

For the City of London we are able to demonstrate that:

- There is no evidence for a disproportionate use of Stop and Search
- There is strong evidence that the power is used:
 - Legitimately – in accordance with PACE
 - Accountably – the power is used to meet the needs of the local community
 - Effectively - there is a demonstrable link between its use and the tasking/briefing process
- There is evidence that the power is used efficiently with analysis showing a 24% arrest rate however this figure does not match data in the public domain which shows an arrest rate of 8%.

In comparison with other police forces the data highlights two striking anomalies:

Appendix A

- There is a high use of the power of the power to search for cannabis
- There is a low complaint rate for Stop and Search but a relatively high complaint rate for Stop and Account

City of London Police demonstrate good practice in the use of Stop and Search that other forces will benefit from. This is driven by a shared understanding about the effectiveness and limitations of the power from the ACPO lead through the intelligence unit and on to operational officers.

Disproportionality

Accepted methods of assessing race disproportionality in the use of Stop and Search used in the Ministry of Justice Section 95 reports cannot be used in the City of London because the resident population account for only 2% of those Stopped and Searched. Indeed 65% of those Stopped and Searched are not residents in the UK. It is, therefore, not possible to establish a baseline resident population figure to calculate disproportionality.

In an attempt to identify race disproportionality in the use of the power City of London police have commissioned three research projects (2004, 2006 and 2009). These reports have used the Available Street Population (ASP) to establish a population baseline.

These reports have identified marginal (less than 2:1) disproportionality against Black suspects. The reports show a remarkable level of consistency over time in the targeting of Stop and Search against BME suspects. The reports demonstrate that the powers are targeted at crime hot spot areas at crime hot spot times. The reports are academically robust and demonstrate that there is no evidence of unjustified disproportionality in the use of Stop and Search.

We would strongly recommend that the City of London police do not pursue further work in this area. Research of this nature is costly and there is strong evidence that the use of the power is not discriminatory nor does it use stereotypes to determine those stopped and searched.

We understand that City of London are seeking to compare their levels of use of Stop and Search with Westminster borough (another area targeted by foreign national offenders). The percentage of Black and Asian suspects stopped and searched in Westminster is significantly higher for Black suspects than those for the City of London.

There is no statistically significant disproportionality in arrest rates for 2011/12 arising from Stops and Searches.

Given the strong body of evidence to demonstrate that there is no institutional racism in the deployment of the power future work should ensure that individual officers are not using the power inappropriately.

Given the effectiveness of supervision we are confident that no officers are using the power inappropriately.

Reasonable Suspicion

Operational officers and supervisors were able to articulate the concept of "reasonable suspicion" in relation to Stop and Search. Uniquely in the work of the "Next Steps" team there was a broad consensus about where the line for reasonable suspicion lies.

Officers in the Crime Squad have developed a sophisticated methodology to identify "reasonable suspicion" in relation to specific offences – from their examination of CCTV footage they have identified specific behaviours to help identify offenders. This work should be disseminated outside the force.

Confidence and compliance

Officers are confident about their use of Stop and Search. They are clear about when it should be used and we are confident that all Stops and Searches are recorded and none are invented.

The power is used frequently by officers - above the national average.

There is evidence to show Officers and Sergeants regularly discuss issues around reasonable suspicion.

There are no quantitative targets around the use of Stop and Search (neither official nor informal). Officers are encouraged and empowered but not compelled to use the power. It is widely regarded as a valuable tool.

Officers and Sergeants clearly believe they will be supported by senior managers if they use the powers appropriately.

It is notable that the loss of Section 44 has not had a dramatic impact on officer confidence.

The force does use Section 60 however the power is used infrequently, appropriately and officers are clearly briefed when it is deployed.

Training

The initial training programme on the use of Stop and Search is of high quality.

The standard NPJA package has been adapted by City of London police to ensure that:

- Officers are aware of but not intimidated by the controversies surrounding the use of the power (SUS/Scarman/MacPherson etc.)
- The training package has been adapted to ensure it is relevant to the City of London – for example there is an input on the searching of rough sleepers
- The training programme focuses on reasonable suspicion
- The training programme includes effective role play
- Training encourages a proactive use of the power

Appendix A

Critically this initial training programme is backed up by an effective and robust tutor constable phase.

The force has a culture of sharing knowledge.

Arrest rate

The published arrest rate for the use of Stop and Search in the City of London is very low at 6%. Work completed by the Performance Information Unit indicates that the true figure is around 24%.

Recent changes to PACE state:

“If a search in the exercise of any power to which this Code applies results in a person being arrested and taken to a police station, the officer carrying out the search is responsible for ensuring that a record of the search is made as part of their custody record. The custody officer must then ensure that the person is asked if they want a copy of the record and if they do, that they are given a copy as soon as practicable”.

There is evidence to suggest that this process has not been fully adopted by the City of London police. Some officers continue to use Stop and Search forms while others use the custody record. This confusion is leading to a failure to accurately record arrest rates.

The issue is a relatively easy one to resolve – it requires the force to adopt a single system to ensure that the custody record notes whether or not the arrest was a result of a search.

Tasking/briefing process

The tasking process we saw was effective and focused. It clearly identified priorities for the force in a detailed and pragmatic fashion. This, in turn, was supported by a limited number of highly focused briefing slides that gave officers clear direction and help them develop the grounds for effective Stops and Searches.

Officers were attentive during the briefing process; they were able to recall the key points after the briefing and all those interviewed felt the briefings made a positive contribution to their work.

Briefings are supplemented by a tasking sheet which deployed officers to specific locations to complete specific tasks. A simple but effective system that has the support of officers.

We understand that the tasking/briefing process has recently been modified and that there are plans for future refinement. Work to date is impressive.

Supervision

Supervisors were clear in their responsibilities towards checking Stop and Search forms. In addition to checking the forms for completeness and accuracy they were confident in discussing how to help officers to use the tactic effectively.

The Sharepoint system ensures that officers are deployed in accordance with the tasking/briefing process.

Focus on cannabis

City of London police do have a focus on cannabis use in their use of Stop and Search. In other forces this can have a negative impact on community confidence – where residents feel that cannabis possession is being pursued at the expense of more serious offences.

Searches for cannabis possession are less likely to result in an arrest (around 8%) compared to other PACE searches (around 28%).

This focus on cannabis is a result of the City of London police's concentration on vehicle searches. These vehicle searches prompted by ANPR notifications or as a result of a counter terrorism operation often result in a search for cannabis possession (officers smell cannabis in the vehicle).

This is an appropriate and effective use of the power. Officers cannot ignore the fact that a driver could be in possession of cannabis and the deployment of the powers in such a fashion is supported by local communities.

Community support/involvement

Community support for the use of Stop and Search is strong. It is notable that the local IAG – which is robustly challenging the force over its plans for restructuring – does not have any specific issues around the use of stop and search.

There are few complaints from the use of Stop and Search although uniquely a number of complaints (10 last year) around the use of Stop and Account. These complaints concern the gathering of information to complete Operation Lightning forms. Again this is both legitimate and in line with the needs of the local community.

Through Operation Griffin the local community have the ability to directly influence the use of Stop and Search. Those targeted through Operation Griffin have been trained so they are aware of the limitations to the use of the power.

The new Stop and Search community monitoring group is an excellent innovation. To ensure that it is effective and energised we recommend that it focuses its work on the use of the power by individual officers – through dip sampling forms - rather than trying to scrutinise data.

Mobile data

The current Stop and Search form is long, complex and difficult to complete. It is a credit to the morale of the force that we had so few complaints about the form. There are now a number of mobile data solutions available to the City Of London police and we would strongly recommend that the force looks at the GMP solution which uses Airwave radios to record encounters.

Recommendations

1. Community monitoring group to dip sample Stop and Search records to ensure appropriate grounds
2. Force to seek a mobile data solution to record Stop and Search
3. Force to actively seek opportunities to proactively promote its use of Stop and Search to the Police Committee, the wider community and the media.
4. Ensure the custody suite captures data on those arrests that resulted from a Stop and Search

Agenda Item 10a

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

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Agenda Item 10b

By virtue of paragraph(s) 2, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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