



## Police Committee

**Date:** FRIDAY, 1 NOVEMBER 2013  
**Time:** 11.00am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Deputy Henry Pollard (Chairman)  
Deputy Douglas Barrow (Deputy Chairman)  
Mark Boleat  
Simon Duckworth  
Alderman Alison Gowman  
Brian Harris  
Deputy Keith Knowles  
Alderman Ian Luder  
Vivienne Littlechild  
Helen Marshall  
Deputy Joyce Nash  
Don Randall  
Deputy Richard Regan

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**Lunch will be served 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. **MINUTES**
  - a) To agree the public minutes and summary of the meeting held on 23 September 2013.  
**For Decision**  
(Pages 1 - 10)
  - b) To receive the public minutes and summary of the Economic Crime Board held on 23 September 2013.  
**For Information**  
(Pages 11 - 14)
4. **OUTSTANDING REFERENCES**  
Report of the Town Clerk.  
**For Information**  
(Pages 15 - 16)
5. **STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**
  - a) Community Engagement Update  
To receive a report of the Commissioner of Police  
**For Information**  
(Pages 17 - 20)
  - b) Equality Diversity and Human Rights (EDHR) Update  
To receive a verbal update of the Equalities, Diversity and Human Rights Manager.  
**For Information**
  - c) Any Other Special Interest Area Updates
6. **SPECIAL INTEREST AREA SCHEME 2013/14 - MID YEAR UPDATE**  
To receive a report of the Town Clerk.  
**For Information**  
(Pages 21 - 54)
7. **CITY FIRST EVALUATION AND MEASURES**  
To receive a report of the Commissioner of Police.  
**For Information**  
(Pages 55 - 66)

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

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

10. **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.

**Part 2 - Non-Public Agenda**

11. **NON-PUBLIC MINUTES**

- a) To agree the non-public minutes and summary of the meeting held on 23 September 2013.

**For Decision**  
(Pages 67 - 70)

- b) To receive the non-public minutes and summary of the Economic Crime Board held on 23 September 2013.

**For Information**  
(Pages 71 - 72)

- c) To receive the non-public minutes and summary of the Police Leadership Team meeting held on 8 October 2013.

**For Information**  
(Pages 73 - 74)

12. **FINAL GATEWAY 3 - POLICE ACCOMMODATION STRATEGY**

To consider a report of the Chamberlain.

**For Decision**  
(Pages 75 - 98)

13. **EXTENSION TO THE OFFICE LEASE FOR INSURANCE FRAUD ENFORCEMENT DEPARTMENT AT 21 NEW STREET**

To receive a report of the Commissioner of Police.

**For Decision**  
(Pages 99 - 108)

14. **POLICE DESKTOP UPGRADE**

To consider a joint report of the Commissioner of Police and the Chamberlain.

**For Decision**  
(Pages 109 - 122)

15. **COMMISSIONER'S UPDATES**

The Commissioner of Police to be heard.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

## **POLICE COMMITTEE** **Monday, 23 September 2013**

Minutes of the meeting of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 23 September 2013 at 11.30 am

### **Present**

#### **Members:**

Deputy Henry Pollard (Chairman)  
Deputy Douglas Barrow (Deputy Chairman)  
Simon Duckworth  
Alderman Alison Gowman  
Brian Harris  
Alderman Ian Luder  
Vivienne Littlechild  
Helen Marshall  
Deputy Joyce Nash  
Don Randall  
Deputy Richard Regan

#### **Officers:**

Peter Lisley	- Town Clerk's Department
Lorraine Brook	- Town Clerk's Department
Alex Orme	- Town Clerk's Department
Xanthe Couture	- Town Clerk's Department
James Goodsell	- Town Clerk's Department
Nagina Kayani	- Equalities and Diversity Manager
Suzanne Jones	- Chamberlain's Department
Steve Telling	- Chamberlain's Department

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

Adrian Leppard	- Commissioner
Ian Dyson	- Assistant Commissioner
Wayne Chance	- Commander Operations
Hayley Williams	- Chief of Staff

### **1. APOLOGIES**

Apologies for absence were received from Mark Boleat.

The Chairman welcomed James Goodsell, a new Policy Officer in the Town Clerk's department, who had recently joined to support the Police Committee. He would be leading on a number of police authority functions, some of which were previously carried out by Ignacio Falcon, who was thanked by the Committee for his support and assistance.

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

There were no declarations of interest.

### 3. MINUTES

- 3.a) **The public minutes and summary of the meeting held on 5 July 2013 were agreed.**

#### **Matters Arising**

##### (p. 6 – Item 10) Road Safety – Six-monthly update

The Chairman requested that the Road Safety Team provide an update at the next meeting of the Safer City Partnership on a recent accident that had occurred in the City.

- 3.b) **The public minutes and summary of the Professional Standards & Integrity Sub Committee meeting held on 5 July 2013 were received.**

- 3.c) **The public minutes and summary of the Police Leadership Team meeting held on 17 July 2013 were received.**

#### **Matters Arising**

##### (p. 12 – Item 6) Work on Integrity

The Assistant Commissioner informed Members that the Force was developing an Integrity Dashboard that would be brought to the next meeting of the Professional Standards and Integrity Sub Committee and the December 2013 meeting of the Police Committee.

- 3.d) **The public minutes and summary of the Performance and Resource Management Sub Committee meeting held on 9 September 2013 were received.**

### 4. OUTSTANDING REFERENCES

#### **Matters Arising**

##### COTAG Passes

The Town Clerk updated Members that due to the cost of renewing all COTAG passes, passes would be amended as new passes were issued. The right to access incident sites via a COTAG pass would not be permitted.

##### East Coast Information Services (ECIS)

The Commissioner stated that he was optimistic he would be able to present a future options paper for the upgrade of the IT services in January 2014.

##### Independent Custody Visitor Scheme (ICV)

A Member of the ICV Panel reported, that in future, details would be sent to the Panel of when the Snow Hill Police Station Custody Suite was in use by City residents.

#### CoLP website

The Commander of Operations clarified that there would be occasions when photos of members of the Police Engagement Team would not be listed. More work was being undertaken to ensure the website information was completed.

### **5. STANDARD ITEM ON THE SPECIAL INTEREST AREA SCHEME**

#### **5.a) 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 number of counter-terrorism briefings with businesses was clarified and the events had been well attended.

#### (p 18 - Item ) Operation Fennell

The Chairman remarked that mental health was important factor to consider with regards to begging and the Commander of Operations remarked that the Force used an innovative approach to examine the root causes behind begging that included a joined-up relationship to working with the Health and Well Being Board.

#### (p. 21 – Item 16) Transient Community and / Visitors

The Chairman queried as to whether the work of the Force to reduce cycle crime was having an impact to which the Commander of Operations advised that the work of the street intervention team and Police Community Support Officer's would be seen next year and the Force would be planning projects six months in advance. In response to a Member query, the Commander of Operations stated he would share further information on the development and outcomes of this project as it progressed.

#### **5.b) Equality Diversity and Human Rights (EDHR) Update**

The Committee received a report of the Equality and Diversity Manager that presented the updated Members on the independent review of the Force's performance against the Integrating Level of the Equality Standard for Police completed in July 2013.

Members were updated that the Force would receive an interim report on its participation in the Workplace Equality Index. The Force would also continue to improve its practice around LGB staff and Stonewall would provide feedback on the Force's performance.

It was noted that recruitment for a new Member for the Independent Advisory Group (IAG) would be required after a former member had stepped down. The Equality and Diversity Manager would be meeting with the Chair and Deputy Chair of the Independent Advisory Group to ensure that a more stringent process for recruitment of Members to the IAG would occur in the future, one

similar to the process for the recruitment of Independent Members of Police Committee.

#### **5.c) Any Other Special Interest Area Updates**

The Lead Member for Road Safety and Casualty Reduction provided an update which highlighted the following:

The 20mph speed limit in all City streets had been approved by the Court of Common Council. The Force would be involved in the enforcement of the regulations going forward and Transport for London would be contributing funding for monitoring of heavy goods transport. The Force was exploring better use of CoLP bicycles in order to become more visible.

The Commander of Operations noted there was a road safety day occurring on the 30<sup>th</sup> of October which would be advertised to Members.

A Member queried as to if it was possible to educate pedestrians through advertisements on the City's rubbish bins on environmental awareness to reduce avoid accidents. It was agreed this education was also important for cyclists in the City. The Lead Member for Road Safety and Casualty Reduction advised that the Force was undertaking the development of road safety training with stakeholders, a policy area that had been subject to reductions across London boroughs. It was noted a joint report by the Force and the City Corporation that highlighted the work being done to improve road safety would be provided as part of the six-monthly update to the Committee.

In response to this Special Interest Area update, the Chairman requested that at the next meeting of the Committee, interim reports on each Special Interest Areas be produced for the next Committee that highlighted what was on track to be achieved, and to highlight the communication occurring between Members and the Force.

#### **6. RESPONDING TO INCIDENTS OF DOMESTIC ABUSE**

The Committee received a joint report of the Town Clerk and the Commissioner of Police requested by the Chairman's to provide an overview of the work of the Public Protection (PPU) and the Safer City Partnership (SCP) to respond to issues of domestic abuse.

The Chairman informed Members that this was a timely report which had been completed prior to a HMIC inspection. He stated that he was pleased with the report which presented the professional and victim focused approach of the Force. It was noted, in response to a query from the Chairman, that on all occasions all victims of domestic abuse were seen, even if non City residents.

In response to a question on the number of PPU staff, the Commander of Operations advised that the unit also dealt with missing persons and serious sexual offences. Specialist training and specialist skills were required for this work and, in addition, specialist training on dealing with instances of domestic abuse was given across the Force.



**7. CRIME AND COURTS ACT 2013**

The Committee received a report of the City Remembrancer which provided an overview of the Crime and Courts Act 2013, due to be active in the next month, and identified those issues most likely to be of relevance to the City.

The Committee had received a report in April 2013, which highlighted the role of the National Crime Agency (NCA), which the Force had been working with in shadow form. It was highlighted that the Director General of the NCA would have the power to make a request of a police force that would be required to be approved by the relevant Minister and special need.

The Commissioner stated that there was a great deal of uncertainty of how authority would translate once the Act was operational and there had been discussion of how Forces would be tasked and the CoLP was awaiting a response to this query. The Force was already working with the shadow form of the Economic Crime Command. The Town Clerk undertook to brief the Chairman further on this process.

**8. BUDGET MONITORING FIRST QUARTER 2013/14**

The Committee received a report of the Commissioner which presented the financial position of the Force to the end of the first quarter 2013/14. It was noted the second quarter report would be received at the December meeting of the Committee.

The Assistant Commissioner noted that the latest year end forecast was for the Police to be within budget by £0.1m rather than the £0.4m indicated in the report. The budgeted grant income that was still subject to confirmation had reduced from £7.3 million to £2.7 million and therefore the financial risks were receding.

A Member queried as to the number of full time staff and the Commander of Operations replied that the numbers listed were partly affected by the differing charging models. The Commissioner referred to the Force's relatively strong financial reserves at this time and indicated that it would be useful to articulate how these reserves were being set against specific financial risks. He therefore intended to bring a report to a future Committee on this subject.

**9. HEALTH AND SAFETY MANAGEMENT PERFORMANCE ANNUAL UPDATE**

The Committee received a report of the Commissioner which advised Members on the progress made in developing and applying the Health and Safety policy through the Force.

The Commissioner noted that due to staff changes there had been a lack of continuity which had resulted in the non-completion of annual Corporation Risk Management documentation. He suggested health and safety management performance would now be monitored at the corporate level at the Force's Performance Management Group to ensure that potential under reporting did not occur in the future. It was agreed a future monitoring report would be

received by the Performance and Resource Management Sub Committee at its February meeting.

The Commissioner stated work was underway to ensure the Annual Certificate of Safety Assurance, which demonstrated the Force's commitment to Health and Safety and was dated February 2012, would be completed by January 2014.

**10. ACCOMMODATION REVIEW UPDATE**

The Committee received verbal updates from the Chamberlain and the Commissioner which outlined the progress being made on the Force Accommodation project.

The Chamberlain advised that detailed work had been undertaken to establish the occupancy of Guildhall Yard East and it was anticipated that Force staff would be able to move in next year.

It was noted that a Gateway 4 (detailed option appraisal) project report was due to be submitted to the next meeting of the Project Sub Committee and Finance Committee.

The Commissioner advised that, due to the Force's available reserves and the increased pressure across CoL budgets, it would be appropriate for the Force to contribute some funds to the costs of the programme management. The Commissioner added that reserves were approximately £15 million and that the proposed contribution to the project would be approximately £1 million phased over 3 years. The contribution would be specifically for the development of operational requirements associated with the accommodation strategy rather than for the delivery of the accommodation itself. The Chamberlain welcomed this partnership approach to funding.

Members agreed with the proposal noting the Commissioner's previous comments under item 8 that a report would be prepared to articulate the strategy for Police reserves.

**11. DECISIONS TAKEN UNDER URGENCY PROCEDURES**

The Committee received a report which updated Members on action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee. Approval had been granted under section 60 of the Police (Northern Ireland) Act 1998 for the mutual aid deployment of CoLP officers to Northern Ireland to assist in parades policing.

Members queried as to how many officers from the Force were deployed to which it was advised 30 officers had been sent in two tranches.

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

Questions were raised as follows-

In response to a query from a Member on the recent coverage of the cost of the performing rights licenses held by Police forces, the Commissioner advised that the cost incurred by the Force for the licence was in the region of £1,700. He felt that that the license, which allowed staff to listen to the radio in the workplace, was important to maintain morale in the workplace and the Chamberlain in consultation with the Town Clerk undertook to circulate details of which other City departments or services were paying fees to the Performing Rights Society for performing rights licenses and the associated cost.

A Member asked the Force to explain how the communications strategy for the Force operated, and how broad its social media reach was. Members had observed that it was important for residents and businesses to be able to receive CoLP information quickly, which could be done through various Force Twitter feeds. The Chairman suggested, and it was agreed, that a report would be brought to a future meeting of the Committee to outline the Force's criteria and policies for communicating with key audiences using social media, provide an update on the development of apps, and what impact these communications tools were having in helping to reduce crime.

The Chairman queried as to how the 20 mph speed limit in the City would be enforced to which the Commander of Operations advised that speed cameras would be used, further enforcement supported by the implementation of the speed limit in other boroughs, self-enforcement, and other methods could be employed if needed. It was noted that new speed limit within in the City would not be operational for another 8-12 months.

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

The following items of urgent business were raised –

The Chairman reminded of upcoming events of interest to Members of the Committee including the Police Committee workshops, Force commendation ceremonies, the next meeting of the Safer City Partnership and the Police Committee Dinner.

**14. 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 1 of the Schedule 12A of the Local Government Act.

Item No	Exempt Paragraphs
15	3
16	3
17	3
18	3
19	3
20	3

**15. NON-PUBLIC MINUTES**

15.a) The non-public minutes and summary of the meeting held on 5 July 2013 were agreed.

15.b) The non-public minutes and summary of the Professional Standards & Integrity Sub Committee meeting held on 5 July 2013 were received.

15.c) The non-public minutes and summary of the Performance and Resource Management Sub Committee held on 9 September 2013 were received.

**16. UPDATE ON INCOME GENERATION, SPONSORSHIP AND OTHER ADDITIONAL FUNDING**

The Committee received a report of the Commissioner which updated Members on the work undertaken to implement the Income Generation Strategy presented to the Committee in January 2012.

**17. COLLABORATION AGREEMENT WITH METROPOLITAN POLICE FOR THE PROVISION OF DRIVER TRAINING**

The Committee considered a report of the Commissioner of Police which sought to grant consent for the Force to pursue a collaboration request in accordance with the Police Act 1996 in respect to the provision of driver training.

**18. COMMISSIONER'S UPDATES**

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

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

Questions were raised in respect of the following –

Force deployment to Northern Ireland during the parades policing season.

Investigations relating to City of London Police officers.

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

There were no items of urgent business.

**The meeting ended at 1.08 pm**

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Chairman

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## **ECONOMIC CRIME BOARD OF THE POLICE COMMITTEE** **Monday, 23 September 2013**

Minutes of the meeting of the Economic Crime Board of the Police Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 23 September 2013 at 1.45 pm

### **Present**

#### **Members:**

Simon Duckworth (Chairman)  
Brian Harris  
Helen Marshall  
Alderman Neil Redcliffe  
Deputy Richard Regan

#### **Officers:**

Alex Orme	- Town Clerk's Department
Xanthe Couture	- Town Clerk's Department
James Goodsell	- Town Clerk's Department

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

Adrian Leppard	- Commissioner
Stephen Head	- Commander, Economic Crime
Paul Barnard	- Detective Superintendent

#### **1. APOLOGIES**

Apologies for absence were received from Mark Boleat.

#### **2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING**

There were no declarations of interest.

#### **3. MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 7 June 2013 be approved as a correct record.

#### **4. ECONOMIC CRIME UPDATE - NATIONAL FRAUD CAPABILITY PROGRAMME**

The Sub Committee received a report of the Commissioner of Police that updated Members on the National Fraud Capability Programme.

#### **National Fraud Investigation Bureau**

The Commissioner informed Members of the recent announcement of Action Fraud co-joining with the National Fraud Investigation Bureau (NFIB) which would result in efficiency gains and increased performance.

## **National Fraud Authority**

The closure of the National Fraud Authority (NFA) would be complete and by 1 of April 2013, the transition would be complete to the National Crime Agency (NCA).

The Chairman and officers discussed if there would be impact to staff due to the amalgamation, and there were concerns that the changes could result in negative impacts and NFA staff loss. The Commissioner noted that in the next financial year, there would be options available to examine what its functions should be and had been small in terms of staff numbers as it had operated as a multi-function outsourced call centre. The Chairman remarked that it was important that the Force was aware of the risks and vulnerabilities and articulated these due to the changes.

Members and officers discussed what inherited costs would result from staff integration to which the Commander of Economic Crime advised that risk was low and funding was available to integrate staff and find further efficiencies, many implicated were in management functions who had favourable terms and conditions of employment.

The Chairman remarked that the Force needed to be conscious of the potential decline in government funding for the NCA. The Commissioner advised that there was a dialogue occurring with the Chamberlain's Department on how to mitigate the risk of lower funding for Action Fraud. The Chairman stated that he would send a letter to the NCA advisory board on the capacity of the Force as the national lead for fraud.

## **Regional Fraud Teams**

The Commander of Economic Crime advised that there were £3.5 million available in funds for the development of regional fraud teams ranging in size, which would be a hub and spoke model with the CoLP represented on all the boards. Issues concerning how to manage performance would be addressed through the creation of standards.

A Member queried if staff would be recruited to the Regional Fraud Teams (RFT) who were external to the police forces and it was advised that the recruitment of civilian police investigators was supported and a pool of staff was being used. An additional source of candidates would also potentially be available from the Metropolitan Police Service.

The Chairman requested that Members be notified of the RFT appointments being made. The Commissioner advised that it was not possible for the Force to recruit to these teams due to budgetary constraints, but the Force was able to ensure that intelligence officers in Regional Organised Crime Units (ROCU) were being developed.



The Commander of Economic Crime noted that due to the structure of the relationship between ACPO and the NCA, the Force would coordinate the work of RFTs on behalf of ACPO. Officers discussed that the structure for organised crime teams across the country was complex with many sources of funding and RFTs were needed.

A Member stated that the Force risked being held accountable for all these new areas, and the Chairman agreed, noting that it was important for the Force to document what command responsibilities were being undertaken as cases of fraud continued to grow. He asked if there were new innovative sources of funding available as there could be less traditional sources of funds available. The Commissioner advised that a communications plan was being developed to communicate with different stakeholders on the positive work of the force in its role as the national lead force overseeing the RFTs.

The Commander of Economic Crime noted extensive preparation was taking place in advance of the Economic Crime Awareness Day at the end of October to ensure the programme was fully articulated and that many Police and Crime Commissioners could attend.

**5. NATIONAL LEAD FORCE: FIRST QUARTER PERFORMANCE REPORT**

The Sub Committee received a report of the Commissioner of Police updating on the first quarter performance of the 2013/14 achievement of the National Lead Force (NLF) against its agreed Key Performance Areas (KPA's) and Key Performance Indicators (KPI's).

The Commander of Economic Crime noted that changes to stakeholder management had occurred that included an enhanced survey process to include a stakeholder workshop. All victims of crime would now receive notification of how details of how their incident of fraud was progressing.

The Commander of Economic Crime advised a much more efficient process had been developed to deal with disruptive actions.

In reply to questions from Members on the National Leader Force Dashboard Quarter 1 2013/14 (p. 17), the Commander remarked that the next quarter results would enable a comparison to be made to the first quarter.

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

There were no questions.

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

The following urgent items of business were raised –

The Town Clerk undertook to send upcoming dates of the Sub Committee to a Member of the Sub Committee.

**8. EXCLUSION OF THE PUBLIC**

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

**Item No.**  
**9**

**Exempt Paragraphs**  
**3**

9. **FRAUD TRAINING ACADEMY: BUSINESS PLAN FOR 2014 TO 2017**  
The Sub Committee received a report of the Commissioner of Police which presented Members with the draft Fraud Training Academy Business Plan for 2014 to 2016.
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.

**The meeting ended at 3.10 pm**

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Chairman

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**POLICE COMMITTEE**  
**MONDAY 1 NOVEMBER 2013**

**OUTSTANDING REFERENCES**

<b>Meeting Date &amp; Reference</b>	<b>Action</b>	<b>Owner</b>	<b>Status</b>
23/09/2013 Item 3c	Integrity Dashboard	Assistant Commissioner of Police	<b><i>In progress</i></b> <i>Police Committee, 6 December 2013</i>  <i>(Professional Standards and Integrity Sub Committee, 13 November 2013)</i>
23/09/2013 Item 5c	Interim report updates on SIA Schemes	Commissioner of Police / Town Clerk	<b><i>Completed</i></b> <i>Police Committee, 1 November 2013</i>
23/09/2013 Item 5c	Road safety update	Department of Built Environment / Town Clerk	<b><i>In progress</i></b> <i>Police Committee, 17 January 2014</i>
23/09/2013 Item 10	Report on CoLP use of reserves	Commissioner of Police	<b><i>In progress</i></b> <i>Police Committee, 6 December 2013</i>
23/09/2013 Item 12	Communications and social media strategy report	Commissioner of Police	<b><i>In progress</i></b> <i>Workshop to be scheduled for February 2014 and report to follow</i>
23/09/2013 Item 12	Town Clerk to circulate details of the Performing Rights licensing fee paid by other City departments / organisations	Chamberlain / Town Clerk	<b><i>Completed</i></b> <i>Police Committee, 1 November 2013</i>
11/07/2012 Item 23	To present a future options paper for the upgrade of the IT services	Director of Corporate Services	<b><i>In progress</i></b> <i>Provisional target date: Police Committee, 17 January 2014</i>

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<b>Committee:</b> Police	<b>Date:</b> 1 <sup>st</sup> November 2013
<b>Subject:</b> Community Engagement Update	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 47/13	<b>For Information</b>

## Summary

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

The Residential Engagement Team provided reassurance to residents of the Mansell Street and Middlesex Street Estates prior to and during a demonstration by the English Defence League in September. In addition, the Team have been represented at Residents Celebration day at the Guildhall, Kings College Freshers Day and meetings at the Guildhall School of Music and Drama, and St Pauls Cathedral School.

Officers continue to work with the Licensing team to resolve issues of noise in and around Carter Lane.

The Business Engagement Team is working closely with management at St Bartholomew's Hospital to reduce the number of thefts occurring. The team is also working together with Counter Terrorism Security Advisors (CTSA's) to provide a booklet for multi-tenanted premises with relevant information on threats/ crimes/ procedures and contacts.

An open day for business women was hosted by the Community Team. Crime prevention and community Policing initiatives were shared and excellent feedback was received.

The innovative Operation Fennel, designed to deal with the issues that cause begging within the City, continues to provide positive results and feedback from both beggars themselves and the business community.

## **Recommendations**

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

## **Main Report**

### **Section A – Residential Engagement**

1. In response to a demonstration organised by the English Defence League (EDL) in early September, for which part of the route passed through the City, community officers engaged with businesses on the planned route and surrounding streets. Officers engaged with residents of Mansell Street and Middlesex Street estates and provided a visible presence on the day to provide reassurance to residents. An officer was in the joint control room at Lambeth throughout the demonstration, ensuring timely community messages were sent out. Feedback from residents and businesses alike was very positive.
2. Officers from the Residential Engagement Team were represented at the Residents Celebration Day at the Guildhall. Officers also provided crime prevention advice to students at the Kings College Freshers Fair and meetings at the Guildhall School of Music and Drama, and St Paul's Cathedral School at the start of the new academic year.
3. Residential Team officers are continuing to work with the Licensing Team to resolve issues of noise and nuisance behavior linked to licensed premises in Carter lane. The Licensing Team together with colleagues from the Environmental Health Team is in dialogue with the Licensee of the problem premises to identify solutions to residents concerns.

### **Section B – Business Engagement**

5. The Business Engagement Team are looking to produce some literature to be included in the Corporations 'Welcome to the City' information packs distributed by the corporation to new Small Medium Enterprises (SMEs) opening in the city. These will be tailored for Retail premises and SMEs.
6. The Business Engagement Team have liaised with management at St Bartholomew's Hospital to provide advice in order to reduce the number of thefts that have been occurring at the site. Crime Prevention advice and a number of suggestions for improvements to security have been provided, and have been very well received.

7. A new Police Sergeant, Rebecca Hill, has joined the Business Engagement Team. It is expected that this officer will assist in promoting business engagement force wide. Indeed, a planning stage has already begun on a project to create a booklet that can be given out to the heads of security for multi-tenanted premises with relevant information on threats/ crimes/ procedures and contacts.

### **Section C – Hard to reach groups.**

9. On 13<sup>th</sup> September the Force organised the Eid Event at the Guildhall to celebrate Eid with the City of London Muslim community and key Muslim organisations. This was the first event of its kind – bringing people together, from across the City of London, to celebrate Eid. The event aimed to encourage Muslim communities to work on countering terrorism and to further the work of the Prevent agenda by covering the benefits of Prevent and why it is important for Muslims to engage with the Police Service.
10. On 7<sup>th</sup> October, Officers from the Community Team held a Women's Conference on business development for young black women who are looking to start their own businesses and spoke to them about community policing and provided them with crime prevention advice. It was also a great opportunity to highlight the work of the Force, with more than 100 women from the black community attending. A number of them had not had a particularly positive experience with the police, and the feedback received was extremely positive and they felt that the fact that we hosted this event was a great opportunity for them to see the positive work the police do and to come to a police station for a positive experience.
11. Community engagement under Op Fennel is continuing with the begging community. The first three Street Initiative Education days have passed off very well with some positive feedback both from the begging community and the partner agencies that are making this initiative a success. Officers have engaged with offenders, and issued in excess of 140 tickets to over 80 different people inviting them to an educational and help day to address their offending behaviour. City Police are currently working with partner agencies such as Broadway, Veterans Aid, Drug and Alcohol Dependency Teams and the Corporation of London. Independent evaluation of the initiative from University College London has moved a step closer with further meetings scheduled in the near future.

12. Officers continue to work on Operation Poncho, dealing with vulnerable homeless people within the City, notable successes include the accommodation of two persons at Booth House, who had been sleeping rough at All Hallows Underpass.

#### **Section D – Transient Community and / Visitors**

13. Community engagement officers attended the launch of the Hotel Forum where the Inspector of community policing provided a presentation detailing what services the Force can offer to the industry. Several members of the city's hotel industry attended the event which was positively received. Following on from this, several bespoke presentations to particular businesses were requested.

#### **Conclusion**

14. This report informs Committee members of residential and business community engagement activity undertaken by the Force since the last report to your Committee on the 23<sup>rd</sup> September.

#### **Contact:**

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<b>Committee:</b>	<b>Date:</b>
Police Committee	1 November 2013
<b>Subject:</b> Special Interest Area Scheme 2013/14 – Mid Year Update	<b>Public</b>
<b>Report of:</b> Town Clerk and Commissioner of Police	<b>For Information</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>This report informs Members of the key developments in each of the Special Interest areas over the past six months (April to September 2013), highlighting where Member involvement has made a difference (attached at Appendix A).</p> <p><b>Recommendations</b></p> <p>To the note the achievements delivered in each of the Special Interest Areas for the last six months (Mid Year update).</p>	

## **Main Report**

### **Background**

1. The Police Committee has operated a Specialist Interest Area (SIA) Scheme since 2007 in accordance with the terms set out in Appendix A (page 1). The purpose of the Scheme is for Members of the Committee to have oversight of specific areas of City of London Police work and gain expert knowledge and expertise, thus enhancing the Committee's scrutiny and performance management role.
2. The Scheme operates through a direct liaison between lead officers at the Force and Members. A contact in the relevant area of business is tasked to make regular contact with their respective SIA Lead Members, keeping them informed of developments or issues which may arise throughout the year.
3. Lead Members are also expected to oversee the work that takes place, challenging and following up issues where necessary. Lead Members are encouraged to raise issues at the Grand Committee where appropriate to ensure that appropriate action is taken. The objective of the Scheme is not to give an 'operational' role to Members; instead, it is intended to boost the support which the Committee provides to the Force in delivering outcomes.

### **Current Position**

4. The level of Member input in the areas has continued to increase during the past six months (April to September 2013) and the feedback received on the

operation of the Scheme in 2013/14 has been good so far. Lead Members continue to maintain good working relationships with the Force contacts and are developing more expert knowledge in their respective areas as well as following up issues more closely. Key developments and achievements for each of the areas have been highlighted in the respective reports of the Scheme attached at Appendix A.

### **Consultees**

5. The Commissioner of Police has been consulted in the preparation of this report and his comments are contained within.

### **Conclusion**

6. The Police Committee operates a Special Interest Area Scheme whereby one or more Lead Members are appointed to each of the various special interest areas. The Scheme aims to improve the Police Committee's scrutiny and performance management function. The purpose of the mid-year report is to inform Committee of the key developments in each of the areas over the past six months to enable Members to scrutinise progress and achievements to date.

### **Background Papers:**

*Report on Special Interest Area Scheme to the Police Committee, 24 May 2013*

- **Appendices** [Appendix A – Special Interest Area Scheme 2013/14]

### **Contact:**

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City of London Police Committee

# **Special Interest Area Scheme**

Mid-Year Update 2013/14

## **INTRODUCTION**

### **Aims & Objectives**

1. The objective of the SIA Scheme is to improve knowledge on the part of Members about key areas of national and local policing and essential activities of the City Police.
2. It operates by the Police Committee nominating one or more Lead Members to each of the various special interest areas. The Commissioner, from its part, determines a 'Contact Officer' to act a liaison with each of the Lead Members.
3. The Scheme aims to improve the Police Committee's scrutiny function when making decisions on complex issues at each meeting. It is intended that Lead Members acquire the necessary expertise by being more actively appraised of key developments in their respective areas. The objective of the Scheme is not to give an operational role to Members in their respective areas or responsibility for delivery; instead, it is intended to boost the support which the Police Committee provides to the Force in delivering outcomes.
4. Preparation and publishing of the Local Policing Plan each year involves a significant element of local consultation, in which respect, Members are well placed to reflect the views of their electorates. In order to assist in that process – and to make consultation into a two-way process, it is desirable for Members to be acquainted at first hand with how the force works, its problems, successes, etc. In this connection the SIA Scheme aims to assist both Members and the Force to deliver the level of policing service which the City community wishes to have but taking account of the constraints which may be placed upon the ability to provide that, eg. financial.

### **How the Scheme will work**

5. Contact Officers are responsible for keeping Members appraised of developments and ensuring that they are reasonably involved in meetings/discussions where general strategic direction in each of the areas is being considered. Parties are requested to keep in touch on a reasonably regular basis – say, quarterly (more often if you wish or feel it to be necessary). It is quite possible that, as a result of these discussions, Members could put forward suggestions for improving the way in which certain things are done in the Force. Members' business/professional skills could be a real benefit. Both Members and Contact Officers are encouraged to speak freely to each other, keeping the Clerk to the Police Committee informed where relevant.
6. Members are encouraged to keep the Police Committee informed of contacts made/information obtained/any potential problems, etc.
7. Any questions from Members about the SIA Scheme should be addressed to the Police Committee Clerk

## THE 2013/14 SCHEME – MID YEAR UPDATE

### Business Improvement, Performance Management and Risk

#### Lead Member for 2013/14

Deputy Doug Barrow

#### Officer contact

T/Supt. Tony Cairney 020 7601 2098

#### Business Improvement - Developments in 2013

The Force has undergone a number of inspections and audits over the last six months which have included:

- Valuing the Police 3 - July 2013

This was reported to the September Performance and Resource Management Sub Committee who provided challenge and were reassured that the Force continues to treat meeting the financial challenge that Force's currently face as a priority.

- HMIC Stop and Search inspection –Late July 2013

This inspection will report to the Force's internal Performance Management Group and will then be reported to the November meeting of the Performance and Resource Management Sub Committee, chaired by Deputy Barrow, for Member scrutiny.

There are planned HMIC inspections in the following areas with dates still yet to be confirmed.

- Child Sexual Exploitation
- Domestic Abuse
- Crime Data Quality Inspection
- Strategic Policing Requirement

Once the inspections are complete and any recommendations are made, Deputy Barrow will be involved in the Quality Assurance of the draft plans.

The Force is looking to build on its work around performance management and target setting in relation to the Force Policing Plan for 2014-15. Deputy Barrow has met with Supt Cairney to review the current targets and will meet again with the Assistant Commissioner in early October to have an input on the Policing Plan priorities for 2014-15.

Deputy Barrow meets with the Assistant Commissioner and Force Risk Manager bi-annually to provide oversight into the Force risk register as lead member for risk, to assist with the development of the Force risk register and the presentation of the risks to the Performance and Resource Management Sub Committee and Audit and Risk Committee. The last risk meeting attended by Deputy Barrow was held on the 5<sup>th</sup> September 2013.

Deputy Barrow provides insight into the risks presented within the register as part of the Police Committee role to oversee and provide governance of the risk management process for the Force. When the risk register is presented at Committee for wider oversight Deputy Barrow is in a position to support the Force having been fully briefed on the risks and provided input into the risk profile.

## Professional Standards and Integrity

<b>Lead Member for 2013/14</b>	Deputy Joyce Nash
<b>Officer contact</b>	D/Supt. Martin Kapp, Head of PSD 020 7601 2203 T/Head of HR Services, Barbara Giles 020 7601 2230

### Professional Standards and Human Resources – Mid-Year Updates

#### Professional Standards Department (PSD) Mid –Year Update 2013/14

Professional Standards and Integrity Sub Committee:

- Deputy Joyce Nash (Chairman) and Members of the Sub Committee continue to provide challenge and scrutiny of the Force's Professional Standards business, complaints and Police Integrity.
- Professional Standards Department (PSD) has significantly changed personnel over the previous financial year, especially the SMT. The senior management team is currently D/Supt Kapp and DCI Service.

#### Priorities for 2013/14

##### **Centurion:**

An HR officer will be given limited access to Centurion which is the PSD database. This will provide a central point of information for all grievances, Employment Tribunals (ETs), Unsatisfactory Performance Procedure (UPP) and personal injury claims alongside complaint/conduct matters.

##### **Document Management System:**

This is a priority for the Professional Standards Department (PSD) to move to a paperless system, which is legally compliant. Paper documents will be archived for one year. This remains a priority and a review is currently being undertaken to ascertain the effectiveness and efficiencies the current process and systems provide. The review will research alternative methods and potential products that would enhance current capability and professionalise the process of document management during a case lifecycle. A draft report for the AC proposing a way forward is due by mid October.

##### **PSD / HR Collaborative Working:**

A revised vetting process has been jointly agreed and a monthly meeting to understand current case work has been initiated which will help in managing cases effectively. It will ensure that checks are prioritised and take less time to complete. It is anticipated that the volume of vetting checks will increase in 2014 due to recruitment of Police Officers and Police Staff. HR are producing a programme that will predict demand to meet resources. Other initiatives are jointly being pursued between HR and PSD, for example in relation to Police unsatisfactory performance procedures.

## **Challenges for 2013/14**

Home Secretary's proposals to transfer PSD resources to the IPCC, and the unknown impact this will have on Professional Standards Department in the forthcoming year.

- The Home Secretary has announced that the transfer of resources will be a transfer of funds from Forces to the IPCC. At this time it is not known the impact on the City of London Police.

Budget constraints but increased workload due to appeals process changes.

- The new appeals process has been introduced and to date only three appeals have been received. These are dealt with outside of PSD by the PSD Misconduct SPOC's.

PSD SMT to review structure and resources of the department, and to maximise staff potential.

- This is being developed and guided by HR.

Training – staff development and contingency planning.

- PSD have introduced a single point of contact to coordinate staff training to ensure that PSD staff receive the relevant training and development.

Local Resolution (LR) process – to provide PSD input to other departments to empower managers by enabling them to deal with complainants at first contact to increase the use of local resolution.

- Continued use of the LR process on-track
- PSD workshops to take place throughout October, November, and December 2013 which will reiterate 1<sup>st</sup> line - effective use of this informal process

Develop staff by providing training to the Counter Corruption Unit to increase capability and integrity monitoring.

- A programme of training has been produced for PSD and all staff within the Counter Corruption Unit will attend the counter corruption course delivered by the National Police College. This is a HMIC recommendation and is driven by the newly appointed Director of PSD. The wider training programme has addressed training needs across the department which has been supported by HR.
- Under the direction of AC Dyson Strategic Development are responsible for the Integrity Strategy. PSD are responsible for Integrity Monitoring and have introduced an Integrity Monitoring Plan. Departments monitor data sets, for example corporate credit cards, and report excessive use to PSD. An Integrity Standards Board is held every quarter and is chaired by the Director of PSD. The development of a data warehouse is being explored using software to cross check against data sets to identify potential breaches of integrity.

## **Human Resources Update 2013/14**

In the report in May 2013, the following areas were highlighted as areas of development for 2013/14

### **City First**

The City First model was implemented on 1<sup>st</sup> April 2013. At the time of implementation there were a small number of departments still subject to review, which have now either completed consultation or are currently developing a proposed structure to be approved before 31<sup>st</sup> December 2013. All support staff that were redeployed as a result of City First have successfully passed their trial and transfer periods, with one extension due to absence. At present there are still no redundancies as a result of City First and Police Officer numbers have continued to fall in line with the transition plan predictions.

### **PSD / HR Collaborative Working**

In addition to regular meetings on operational service issues between HR and PSD, meetings also take place on a monthly basis between D/Superintendent Kapp and Barbara Giles, T/Head of HR Services to identify further areas of collaborative working such as the transfer of the management of 'Management Actions' from PSD to HR with effect from 1<sup>st</sup> October 2013.

### **Case Management**

The Force has received 4 Employment Tribunal applications since April; these were mainly submitted in advance of changes in legislation which was introduced on the 29<sup>th</sup> July 2013 which saw charges for submitting claims come in to effect. All applications received to date, were submitted prior to internal appeals procedures being concluded.

### **Welfare Services**

We have been undertaking a review of our welfare services, and as a result have restructured the service. The services provided by the team currently will continue however, they will be accessed in different ways. We plan to publish information on the intranet during the week of the 21<sup>st</sup> October 2013 and also at the beginning of January 2014, to identify new contact routes for individuals. The changes in the way the service is being delivered will provide financial savings to the force.

### **New HR Structure**

The Interim HR Structure went live on the 3<sup>rd</sup> June 2013, which saw the introduction of HR Business Partner and HR Advisor roles for each Directorate, providing more front line resources to the business. A report will be submitted to SMB in November outlining the proposed new structure with an implementation date of early 2014. This will allow for consultation to take place with the business and those affected by the change; however no redundancies will be required as a result of the proposed changes.

### **Student Officer Recruitment**

We are currently recruiting for 10 new Officers to join the Force on the 13th January 2014, in total the force had a pool of 30 candidates, of which 26 were invited for interview. Final selection processes were being undertaken at the time of drafting this report, however it is not anticipated that there will be any issues in selecting new recruits.



## **Policy and Processes**

We are continuing to work in collaboration with the Corporation on the development of policy and procedures and will also be introducing toolkits and management resources for line managers to access via the Intranet to support them in carrying out their roles. In addition, we are also reviewing within HR our processes to identify those which can be streamlined, standardised, simplified or stopped to ensure that our ways of working are in line with core business needs.

## **Occupational Health**

Following the creation of a joint shared service with the City of London Corporation last year, we will be undertaking a post implementation review of the service to ensure that business and service delivery needs continue to be met. We have successfully appointed a new Force Medical Advisor, Dr Fraser Kennedy who takes over from Dr Andrea Junker who left the Force in June 2013.

## **Organisational Learning Forum**

Since the start of the financial year meetings for the Training Implementation Board, HR Systems User Group and HR Strategic Committee have taken place which provide direction and identify priorities in these areas that arise throughout the year. All learning is feedback through the OLF Forum and we are currently putting in place an action plan which will be reported to the OLF Forum following recommendations from a grievance process, which highlighted the need to have further guidance internally for managers on how to support staff with disabilities.

## **Projects underway**

A number of initiatives are underway in HR which will be our primary focus for the remainder of the financial year which include:

- The roll out of Fitness Testing in line with the Winsor recommendations
- Development of a Talent Management Strategy to support City Futures
- Development of Force Wide strategies on Flexible Working to support the Accommodation Programme
- Digitisation of HR Records

## Equality, Diversity and Human Rights (EDHR)

### Lead Member for 2013/14

Alderman Alison Gowman

### Officer contact

Chief Inspector Tony Cairney 020 7601 2098

### Mid Year Update 2013-14

There have been numerous events and developments that have taken place in 2013 in relation to EDHR. Some were highlighted as priorities in the report to Police Committee in May. These included

- **To work with the AMP and Tell Mama (a NGO responsible for monitoring Islamophobia) to help create a fuller understanding and scope of these crimes within the City.**

The Force works with Tell MAMA through our AMP Lead. Tell MAMA has provided detailed information of Anti-Muslim Attacks in the City of London. This has allowed analysis of the information to take place in relation to trends of the types of attacks taking place in our area, timing of attacks, frequency of attacks etc and then deploy resources accordingly. We have also distributed the Tell MAMA poster which was designed specifically for the City of London to all the contacts the AMP holds in the City and we have leaflets in the front office at Bishopsgate as well, which members of the public can pick up. Tell MAMA has run training for Police around Hate crime reporting and how we can better engage with the Muslim community.

- **Having sought and received feedback from EHRC (December 2012) on the data published on the City of London Police website, to implement the recommendations, ensuring that the information provided is appropriate and accessible to our community.**

The recommendations suggested by EHRC have been implemented on CoLP external website. An updated design of the City of London Police website is due to be launched on 31<sup>st</sup> October. Work has been ongoing between the police and the City of London Access Group in the design and improvements have been incorporated in relation to access.

- **Review EDHR training within the organisation to ensure it meets our needs within the New Policing Model, reporting recommendations to the QoS/EDHR Board in April 2013 and monitoring progress.**

A report has been submitted through the relevant strategic force meetings and an updated training plan developed with input from the Force EDHR manager. This training will involve Equality Act and Disability Hate Crime input and also Community Impact Assessments. The training is due to commence in late October 2013.

- **To incorporate the remaining Lokahi actions into the 'City Futures' programme, which began in March 2013, which aims to 'transform' the culture of the organisation. Empowering and developing staff to be innovative and creative will be the key aim of this programme of work.**

The City Futures programme is designed to accelerate the development of a new professional culture that is fit for the challenges of a new era in policing. Its intention is to

change the way we support the people who hold the biggest key to our success – our staff. The vision will build on and release the leadership and talent we have at every level of the Force to meet these challenges. The findings of the Lokahi report have provided useful information in drafting the City Futures workstreams particularly in relation to leadership and staff engagement. The Lokahi Foundation has been commissioned to conduct a follow up report. The initial meeting took place on 10<sup>th</sup> October 2013. Alderman Gowman will be provided updates on this area of work in the year ahead.

- **To consider the impact of the City Futures ‘transformational’ programme and the Accommodation Programme on staff and the city community by ensuring that impact issues are considered at all stages of the programme.**

The EDHR manager is working with the Accommodation project team to ensure that a robust yet relevant Equality Impact Assessment is completed. This piece of work is at a very early stage and Alderman Gowman will be engaged in this process through her meetings with the Force EDHR lead.

- **To review the QoS/EDHR Action Plan focusing on ‘outcomes’ and streamline reporting of issues to drive performance delivery.**
- **Further develop the Quality of Service measures in the QoS/EDHR action plan in consultation with community stakeholders and IAG, responding to local and national developments in support of the force priorities.**

The QoS/EDHR Action Plan has undergone a major overhaul in 2013. The previous plan had become unwieldy and lacked focus. The amended plan has been developed with input from Alderman Gowman who continues to challenge the actions in the plan in order to make them more focussed on outcomes. This area of work will continue to develop throughout the year.

In her role as EDHR lead Alderman Gowman has provided external scrutiny to the forces progress in meeting the challenges in this complex area, her forthright views on many subjects have assisted the force in developing its plans. Alderman Gowman attends the EDHR Board meetings. Outside of this forum she also meets with the Assistant Commissioner and Supt Cairney on a regular basis to discuss progress on EDHR issues

## Counter-terrorism

### Lead Member for 2013/14

Simon Duckworth

### Officer contact

Detective Superintendent Dermont Robinson

### Achievements in 2013/2014

Bids for dedicated security post funding (DSP) and Capital City Funding have again been submitted for the next financial year, 2014/2015. The scale of funding is awaiting decision and notification. For the current year the Force is receiving DSP funding in the sum of £8.46 million, it is hoped that a figure close to this will be achieved for next year. Mr Duckworth is familiar with both bids and will, no doubt, be busy lobbying the Home Office for support, as he has done so with great success in previous years.

### Over the last seven months the following work of note has been undertaken

The previously reported project delivering “influence activity” has continued. In April 2013 Commander Chance formally agreed the Force would adopt this tactic. Further development and training has taken place due to the changes in structures and staff, post City First. There has been additional work in respect of the wide ranging community engagement and communications planning. This tactic will be fully embedded into our routine police patrols in February, by which time sufficient staff to ensure resilience of the tactic will have been trained. This project has been an excellent example of joint working with the Centre for the Protection of National Infrastructure (CPNI), whose expertise has been key within the project.

The national programme to regionalise Counter Terrorism Security Advisors (CTSA) has gone live across the country, including greater joint working within London. The programme has placed the supervision and tasking of CTSA resources under the Regional Lead who is sited within the CT(I)U. In the City this has involved the introduction of a joint, six weekly, tasking process with our MPS colleagues addressing many of the issues raised by ACPO TAM. This process will help to better evidence the assistance provided by each force to the other.

The CT section has hosted a series for breakfast briefings this year addressing such topics as Prevent, cyber threats and police response. Each event has been attended by an average of 100 members of the business community. The feedback from each has been excellent and there is a demand for further briefings in the future. Fraud crime trends and insider threats are some of the topics which are likely to be covered in future.

Special Branch continues to investigate every report of suspected hostile reconnaissance within the City. Whilst the frequency of these reports has slowed in recent months the majority of these have been reported by Griffin trained staff.

Prevent staff from within SB and Community policing continue to undertake meetings with business, residents and educational establishments to highlight the Prevent agenda. This has resulted in a small number of referrals of individuals who have caused concern with their peers. These people have been met and referred under established multi-agency protocols. These protocols were subject to inspection in May, the outcome of which was very positive.

Special Branch has been closely involved with the MPS around the national project to replace the current SB IT system (NSBIS) with the National Common Intelligence Application (NCIA). The NCIA has brought with it a whole host of requirements, ranging from a full review of material currently on NSBIS to a review of business processes and regional arrangements. The City is due to have the system installed in July 2014. The system will be a truly national network which will make for far more efficient intelligence sharing across the counter terrorism and domestic extremism network.

### **Challenges for 2014/15**

The DSP/Capital City funding for the next financial year is yet to be determined.

ACPO TAM continue to challenge the requirement to fund 5 CTSA for CoLP. They may seek to reduce that number.

The continuing and evolving CT and DE threats from diverse groups.

Further protest by diverse groups aligned to a range of causes, such as anti-austerity, animal rights, right wing etc.

## Strategic Policing Requirement

### Lead Member for 2013/14

Deputy Pollard

### Officer contact

Chief Supt. Ken Stewart Head of Crime Directorate 020 7601 2601

### Developments in 2013 – Mid Year update

In July 2012 the Home Office published the [Strategic Policing Requirement \(SPR\)](#). The document sets out the threats that require a national policing capability to ensure they are tackled effectively. The threats are:

- Terrorism
- Civil emergencies
- Organised crime
- Threats to public order
- A large-scale cyber incident

All forces and police and crime commissioners must have regard to the SPR when setting their local policing plans.

The SPR also states that HMIC will provide assurance that the preparation and delivery of those requirements set out in the SPR have been subject to a proportionate and risk-based testing and inspection regime. Deputy Pollard has met with the Head of Strategic Planning to discuss and provide an element of rigor to the evidence gathering process. Deputy Pollard will also be involved in the “hot debrief” for the inspection by HMIC which takes place in October 2013

## Economic Crime / Fraud

### Lead Member for 2013/14

Simon Duckworth

### Officer contact

T/Commdr. Steve Head 020 7601 6801

T/DCS Oliver Shaw 020 7601 6743

**Background:** The portfolio encompasses both the Force's response to economic crime within the Square Mile and, more widely, its work as the National Lead Force for Fraud.

### Achievements for the mid-year 2013:

#### Member involvement

**Establishment of Police Committee Economic Crime Board** – As reported previously, Simon Duckworth established a new governance group to oversee the Force's work on reducing the prevalence and impact of economic crime. The group continues to meet three times a year, receiving updates on the progression of the Force's major economic crime projects and achievements against its Lead Force performance framework (as opposed to the monitoring of the Force's Policing Plan measures).

Mr Duckworth continues to chair the Economic Crime Board, at which matters in relation to the Academy, the Regionalisation of Fraud Investigation and ECD Performance are considered.

**Rationalisation of Home Office grants** – Simon Duckworth's continued work with senior officials within the Home Office has been successful in rationalising the Force's 'Lead Force' and 'South East Lead Force' grants. In turn this has greatly simplified internal accounting practices.

**NFIB Amalgamation with Action Fraud** – Simon Duckworth has continued to work towards this end, and now Action Fraud is to become part of the NFIB, allowing CoLP to have a greater oversight of the National Fraud profile. He has supported this initiative via a number of routes and Police Committee engagements, obtaining the support of the Ministers for Crime, James Brokenshire and Jeremy Browne.

**Mark Sedwill Presentation.** - Simon Duckworth provided invaluable insight into the Corporation's strategic perspective as to the role of the National Lead Force during a recent presentation (24.09.13), by the ECD to Mark Sedwill, the Permanent Secretary to the Home Office.

**Police and Crime Commissioners-APCC Fraud Briefing Event** - Simon Duckworth's influence has been invaluable to the conception of the Police & Crime Commissioners across the country. In his role as an Association of Police and Crime Commissioners Board member, he has promoted an awareness of fraud and the position of CoLP as the National Lead Force across the PCC community. This includes a one day briefing event at the Guildhall, "Why Protecting your Community from Fraud Matters" – to be held on 23<sup>rd</sup> October, at which his office has been invaluable in securing two keynote speakers, Norman Baker, Minister for Crime Prevention, & James Brokenshire, Minister for Crime and Security at the Home Office, in relation to the growing cyber threat & Cyber-enabled fraud.

**Insurance Fraud Enforcement Department (IFED)** - Mark Boleat continues to support the Force's efforts in combating fraud in the insurance sector. As a direct outcome of Mr Boleat's participation, the Force has been successful in securing further additional funding from the Insurance Market, facilitating the retention and increase in the number of staff employed within the IFED unit.

**Lead Force Performance** – Mark Boleat and Douglas Barrow, continue to assist and provide sound advice in relation to our Performance regime and in refining our Lead Force objectives, specifically as they relate specifically to a number of City industries. Mark has also, in partnership with Paul Sizeland, reviewed and supported a number of IT projects within the Force designed to enhance and better measure our performance, for example in areas such as data analysis.

**Police Committee Dinner** - Henry Pollard used his speech at the annual Police Committee Dinner (9<sup>th</sup> October) to showcase CoLP's National Lead Force work before an influential audience. This included senior Government Ministers (Home Secretary Teresa May), members of law enforcement and the financial industry. In her responding speech, the Home Sec was very complimentary of the work being conducted by the CoLP ECD and the Committee.

**Hajj Campaign** – following last year's initiative, a campaign designed to discourage, raise awareness and prevent fraud against the pilgrims of this year's Hajj has been launched by the City of London Police. A campaign supported and promoted by both Mark Boleat and Henry Pollard, who have equally provided sound media linked advice.

**News links with Prudential Regulation Authority** - Don Randall used his liaison event at the Bank of England (29<sup>th</sup> August) to introduce senior members of ECD to staff working for the new Prudential Regulatory Authority (PRA). The PRA are now part of the Economic Crime Directorate's investigations

#### **Other ECD achievements 2013**

**Bernard Herdan Review-** The Corporations sponsored review into the Banking Sectors views on Policing, with especial emphasis upon the DCPCU has been completed, the results of which have now been fed back, with the indication that it has been well received.

**Cambridge Symposium.** -The 31<sup>st</sup> Symposium, an International Symposium on Economic Crime for an International audience of anti corruption authorities, was hosted from the 1<sup>st</sup>-8<sup>th</sup> September by the CoLP ECD within Jesus College, Cambridge. The event has proved very successful with a number of international enquiries being received, concerning the work of the fraud units and the training opportunities offered by the Academy. The event was supported by a number of Committee members.

**Op RICO**-an anti boiler room initiative has continued to forge links with our European colleagues, forging relationships which will facilitate the truly international investigation of fraud in the future.

**PIPCU, (Police Intellectual Property Crime Unit)** - launched on the 12<sup>th</sup> September to combat the increasing issues of counterfeit goods and digital piracy, in early October welcomed the Minister for Intellectual Property, Lord Younger. He was provided with a presentation which included details on how the unit is forging an operational relationship with Interpol's "Illicit Trafficking and Counterfeit Unit", giving them access to a global network of law enforcement agencies engaged in tackling economic and IP crime.

In addition, PIPCU has recently been invited by the IPO attached in Beijing to participate in a week long training seminar for Chinese Police officers.

**Tradebridge** - The City of London Police's Tradebridge project has brought together law enforcement and industry to target criminal groups engaged in digital piracy. The City of London Police send 'cease and desist' notices to people attempting to use illegal websites that infringe music copyright. A simple idea that has worked, and was the subject of praise in a recent Home Secretaries address.

**Royal Malaysian Police Visit.**- On 21<sup>st</sup> May representatives of the Royal Malaysian Police Commercial Crime Department, the British High Commission Kuala Lumpur and the UKTI, visited the ECD New St offices where they received presentations from the Commissioner and senior representatives from



the Academy, NFIB and the Community and Partnerships sections.

**UAE/Dubai Police Visit** – On 22<sup>nd</sup> May, representatives of the UAE/Dubai Police visited the ECD New St offices and the Guildhall, where they received presentations from the Commissioner, senior representatives from the Academy, NFIB and the Community and Partnerships sections. Invaluable advice and support was provided by Simon Duckworth and Mark Boleat who also provided time in their diaries to meet representatives during the afternoon. Invaluable support and advice was given by both Simon Duckworth and Mark Boleat.

**Bribery and Corruption Business Briefing** – 4<sup>th</sup> July – A joint initiative between the Academy and the BSI (British Standards Authority) to promote training in relation to anti bribery and corruption and the BS10500 anti bribery system. The briefing was opened by the Commissioner and the head of BSI following the contract between the Academy and the BSI, co branding and delivering training to its clients. Academy trainers have recently returned from Hong Kong having delivered training with the CoLP brand to a number of Far Eastern BSI representatives, including being from China, Malaysia, Vietnam and Hong Kong. The Academy will receive a further percentage of any income generated from follow on training delivered by them.

**Nigerian Mission** 29 June -6 July– A recent overseas mission to Nigeria has enabled the force's Fraud Academy to establish an important stronghold in West Africa, as well as raising the City of London Police's profile as a world leader in combating economic crime.

The key objective of the visit was to showcase the Fraud Academy's courses and to discuss future opportunities for the City of London Police.

The week-long trip, made by representatives of the Academy, was spent working alongside the Nigerian Police's Special Fraud Unit (SFU) delivering a series of workshops to 150 delegates from both law enforcement and private sector agencies across Nigeria.

The mission appeared upon National television and the SFU are keen to ensure that the engagement becomes a regular occurrence.

In addition, it has been acknowledged that the efforts of the Directorate and the Committee have been widely and publicly recognised in recent weeks with speeches in Government and by the Home Secretary emphasising the value and the extent of our contribution to fighting fraud right across the country

## **Performance**

The Force Policing Plan target "to disrupt the top 10 OCG's using fraud causing the greatest harm" is on track to be exceeded this year.

The Policing Plan target 'to improve the quantity and quality of fraud prevention products shared with business and public sector organisations' is currently meeting with an 85% satisfaction rating.

The Policing Plan target 'to increase by 10% the number of Police Officers, Public sector and Private sector fraud investigators trained by the Fraud Academy' is on target to being met.

The Policing Plan target 'to increase the number of Government and Industry sectors providing Economic Crime Data to the NFIB' has been increased in the past 6 months from 12 to 16.

## **Projects**

**Cyber crime** – The Force continues to enhance the National Fraud Intelligence Bureau (NFIB), building on its existing cyber fraud capability, in order to provide an enhanced service to victims of cyber enabled fraud.

**Economic Crime and Fraud Training Academy** – As detailed previously, a number of overseas visits have occurred, which in addition to the success of the Cambridge Symposium have resulted in a number of overseas enquiries for Academy training.

It must be recognised that overseas, the City of London brand is now strongly recognised as being in the forefront in the fields of both fraud prevention and the investigation of fraud offences.

**Further developments for 2013/14:**

- **Regionalisation** – Work continues to establish the City of London Police, ECD as the office of the National Coordinator for fraud investigation, in that it is the leading light within the NCA and the ECC's capability, and will be at the forefront in shaping the National response to future fraud Investigation at a Regional level. The ECD Commander sits as the Head of that office.

- **NFIB** - Services offered by the NFIB continue to be focused on preventing economic crime through data sharing. This work includes the provision of data feeds to the NCA's intelligence hub, the government's Counter Fraud Checking Service (CFCS) and its new Universal Credits service.

Equally it now has the capability for end to end reporting as a result of the Action Fraud amalgamation into the NFIB.

The NFIB continues to develop partnerships across the industry, more recently with the FCA.

## Accommodation

### Lead Member for 2013/14

Keith Knowles

### Officer contact

Eric Nisbett, Director of Corporate Support, 020 7601 2202  
Peter Young, Director of Corporate Property, 020 7332 3757

The City of London Police has continued to develop their accommodation strategy in line with the principles set out within the original consultants report (DTZ) in April 2012. Deputy Keith Knowles has continued to provide valuable advice and guidance throughout the continued development of the programme. Accommodation Board meetings have continued throughout 2013 reviewing strategic objectives of the programme are monitored and being achieved. Regular meetings have also continued with the Director of Corporate Services (COLP) and the Director of Property Services (COL) and staff. These key engagements throughout the programme all contribute towards a positive outcome for the overall accommodation programme.

## ACHIEVEMENTS in 2013

Over the past year, the Force has:

Reviewed the original proposals and recommendations within the DTZ report and these have now been robustly developed throughout 2013. A number of challenge meetings were completed by the Town Clerk, the Commissioner, the Chamberlain and City Surveyor in August and September 2013. A report was submitted to the Police Committee in October 2013, highlighting the positive progress to date and seeking confirmation of releasing the next stage of funding to develop the detailed elements of the programme regarding progressing the next stages of the three agreed sites.

The Chief Officer Steering Group has now met on a regular basis and provides strategic direction for the accommodation programme.

The City of London Police now has a well established Accommodation Board, reviewing all elements of the programme and ensuring the programme is strategically led from the front with clear direction. This Board is chaired by the Commissioner (COLP).

Concept drawings of all buildings have been produced to ensure the overall accommodation principles can be achieved and are realistic for the operational requirements of the Force. A number of key projects and work streams are now well established within the Force. These key enablers include:

- Mobile technology
- Police property storage
- Digitisation of police records
- Police lockers and storage of operational equipment
- Parking (Fleet and staff)
- Uniforms and clothing

- Custody suite
- Rifle range
- Flexible working
- Satellite locations for City of London Police

The City of London Police has created a central programme office for the accommodation strategy. This core team will now lead on the development of the programme and monitor and direct all associated projects within the accommodation programme. The team reports directly to the Director of Corporate Services and the Commissioner.

An overall programme plan has now been developed in conjunction with a complete programme control model for the accommodation programme.

### **PRIORITIES for 2013 / 14**

Develop the COLP concept plans into detailed design plans for all sites

Develop 'scope of requirements' for each site for submission to City Surveyors

Complete the appointment of consultants to support this large and varied programme

Produce a revised expenditure forecast along with a detailed works programme against the design updated model

Submit and obtain all necessary planning approvals

Undertake the refurbishment of Guildhall Yard East late 2013 - early 2014 for occupation from Autumn 2014 pending completion of specialist fit out requirements (COLP).

Commencement of the construction of Walbrook Wharf and the refurbishment of Wood Street will form part of the agreed programme in 2014 /15.

Disposal of Bishopsgate, Snow Hill and Bernard Morgan House will await the completion of the overall accommodation programme.

## Community Engagement

### Lead Member for 2013/14

Vivienne Littlechild

### Officer contact

Superintendent Norma Collicott - 0207 601 2401

## Achievements in 2013/14

Superintendent Collicott held a number of face to face briefings with senior security representatives and other stakeholders likely to be affected by substantial road closures during the funeral of Baroness Thatcher of Kesteven. Community concerns were documented and where possible solutions were provided in order to minimise impact on the Business community from this large ceremonial event.

At the conclusion of the event a survey was conducted the result of which showed that in which 87.7% of respondents indicated that they were either satisfied or very satisfied with the response provided both before and during the event.

Following the success of the face to face briefings a number of stakeholder meetings were held in relation to a proposed week of action by protest groups during the G8 summit where a number of Businesses in the City were the potential focus of protest activity. The Lead Member Vivienne Littlechild, attended the briefings where Police gave an up to date intelligence picture and provided advice in relation to building incursions. A debrief session was held after the event at which the stakeholder groups concerned gave excellent feedback and recommended that face to face briefings were a positive vehicle to share information and deal with community concerns prior to major policing operations.

The Cross Sector Safety and Security hub (CSSC) continues to provided comprehensive messaging across the Metropolitan and City of London police areas to ensure, accurate and timely engagement during a number of events including the two mentioned above. City Police work closely with the MPS and regularly provide an experienced community engagement officer to the Special Operations Room at Lambeth to ensure timely community messages are sent during large scale events.

The Community Policing Team have initiated an innovative Operation to tackle the ongoing problem of aggressive begging within the City which is a priority in the Local Policing Plan. Operation Fennel, focuses on engaging with beggars to understand the issues that cause them to do so, these have included alcohol or drug misuse, homelessness and in some cases the fact that City workers generously give money and it is lucrative to beg here. As an alternative to prosecution, beggars can attend a hub where key partners from the substance misuse partnership, Broadway outreach services and Veterans association to name a few, are on hand to assist and provide advice. Early indications are that this approach is successful and the Operation is being independently evaluated by the Jill Dando institute within University College London.

- Key achievements in 2013 include a reduction in reports of Anti-Social Behaviour, from 661 reports between April 1<sup>st</sup> and September 1<sup>st</sup> 2012 to 411 for the same period in 2013, a decrease of 37.8%. Satisfaction with the Policing response remains at 91% of those reporting ASB are satisfied with the service provided by the police (Apr-Jun 2013), against a target of 90% within the Local Policing Plan.

Police continue to work closely with the Corporation Licensing Team, Safer City Partnerships and Environmental Health to tackle anti-social behaviour and crime associated with the Night Time Economy supporting the Corporations traffic light scheme and implementing the Police violent crime strategy 'Last Orders'.

#### **Key issues for 2013/14**

- Principal work for the coming year focuses on working with partners to continue to deal effectively with anti-social behaviour which is now a priority within the Local Policing Plan.
- The newly structured Community Engagement Team will develop new and innovative ways of engaging with our Communities and consolidate a methodology to ensure engagement is recorded and outcomes clearly identified.
- The Police Licensing Team will continue to work closely with CoL Departments to promote the Licensing Code of Conduct and ensure the effective stewardship of licensed premises by Licensees.
- Licensing will develop intelligence around promoted events in Line with the Violent Crime Strategy, and work with partners to ensure events are effectively managed by Licensees and crime free.
- Police will seek to consolidate ongoing efforts in relation to Licensing Enforcement with continued operations with colleagues from the SIA and DWP and seek to utilise funds from the Late Night Levy if implemented to increase activity in this area.

## Public Order

### Lead Member for 2013/14

Alderman Alison Gowman

### Officer contact

Superintendent Dave Lawes Uniformed Policing Directorate.  
0207 601 2102

## Interim Update October 2013

## Achievements in 2013 to date

### Public order Demands in the City of London

Public order offences have seen a reduction in the early part of this year

Due to changes in tactical options around these offences and a concerted effort to tackle the increase through effective tasking there has been a 32% reduction in public order offences from Feb '13 to July '13 in comparison to the period Aug '12 to Jan '13. This reduction is reflected in both day time and night time comparisons. This however is set against an increase in offences of violence which currently show a rise of 13% as compared to last year.

Margaret Thatcher's funeral took place on 17/04/2013 with full military honours. A large-scale policing and security plan was organised as part of a Benbow operation (named by the City as Op True Blue) with the MPS

Anti-corporate and environmental protest groups have continued to enter the City of London to carry out protests targeting the financial sector and the effects of austerity, with the Anonymous and Climate Siren groups posing a medium risk to the City. Whilst left wing groups are currently most likely to protest in the City due to austerity measures implemented by Governments both here and abroad, other groups with varying causes present a risk to the City. These include Stop Huntingdon Animal Cruelty, English Defence League and Fathers 4 Justice. Recent developments with the SHAC (Stop Huntingdon Animal Cruelty) protest group have seen a steady increase in the determination of some protestors to cause disruption to those premises which have been targeted, leading to some minor building incursions. The US bank has successfully obtained an injunction preventing any protest within 100metres of their branch in Old Broad Street.

The lead member for this area, Alderman Alison Gowman has been kept updated with issues in relation to protest, meeting most recently with the Uniformed Policing command team on the 7<sup>th</sup> October 2013.

The risk posed by Occupy London as a standalone group is currently low as they continue to rely on other anti-austerity groups, such as Anonymous and UK Uncut, to generate numbers for events. Whilst it has previously been unlikely for them (UK Uncut) to garner enough support to be able to take over public spaces, their recent activity in the City on the 5<sup>th</sup> October 2013 saw numbers of around 125 gather before walking to a sit down protest outside the Royal Courts of Justice.

Twenty officers underwent specialist training in Northern Ireland policing tactics ahead of being deployed in June at the heart of the G8 Summit when world leaders came to Northern Ireland in the tightest security operation seen in the UK since the London Olympics.

The City of London serial were hand-picked to work within the high security, inner perimeter of the G8 Summit where world leaders such as David Cameron and US President Barack Obama were staying.

Less than a month later City of London officers were called back to the Province to support Police Service Northern Ireland (PSNI) as part of mutual aid to maintain order after a series of street riots during the Belfast Marching Season. Back on home turf, scores of officers from City of London Police were deployed to support the policing plan to ensure the planned protests, organised by anti-capitalists groups to coincide with the G8 Summit, took place with minimum disruption to people living and working in the City and central London.

The force worked closely with the Met and British Transport Police to police demonstrations across London during 'The Week of Action' by a number of anti-capitalist groups.

The period between 10<sup>th</sup> June and 19<sup>th</sup> June saw both level two and three PSU's on standby in the City of London area with additional level one Police Support Unit's (PSUs) being used for the main Benbow operation along with CoLP Cadre command officers.

Support group officers were deployed to assist with the eviction of the Beak Street squat on the main G8 day of protest. Additional MPS and City level two officers cleared another squat in Norton Folgate, where a number of arrests for criminal damage and burglary were made. The Force helped to police another protest at Canary Wharf on Friday 14<sup>th</sup> June and played a key role in the policing of a number of protests throughout the Sunday.

Further recent major protests by the EDL (English Defence League) and the UAF (United Against Facism) groups have seen significant resources from the Benbow forces police protest which centred on the City of London. An extensive community engagement plan was needed to allay the fears of residents in the Mansell Street estate which was 100metres from the EDL assembly point. Despite some 286 arrests being made during this operation, community tensions were managed very effectively by a combination of intelligent deployments and excellent work pre, during and post event by the community engagement team.

The lead member for this area is a member of the Strategic Firearms and Public Order forum which is held six monthly. There is opportunity to comment upon recommendations being made in relation to our capability and capacity based upon the Strategic Threat and Risk Assessment which is produced annually and reviewed six monthly.

- **Environmental Issues**

Derelict buildings in the City of London remain at risk of squatters that may include members previously associated with Occupy London, due to the number of squats in locations surrounding the City of London. Recently, the City of London Police has effectively used legislation to evict the squatters. This was tested again prior to and during the G8 protests when premises in Queen Victoria Street High Timber Street and a Corporation owned building in Norton Folgate were occupied by protesters. All three premises were dealt with swiftly by City of London Police officers, with the latter being supported by the Metropolitan Police. Effective lawful use of appropriate legislation has meant that no legal challenges have been made alongside the obvious relief to building owners and agents. The Corporation of London were particularly impressed with action in relation to the Norton Folgate address as a sale of the property had hinged upon vacant premises.

The City of London may become a more attractive venue for both court cases and public inquiries that are considered sensitive. The neutral environment of the City of London is



unlikely to change in the foreseeable future. This has been demonstrated by the recent trial held at the CCC linked to the Mark Duggan shooting, along with the inquest which is ongoing in Chancery Lane. The lead member will be kept updated in relation to the significance of these events for the City of London.

At the request of the lead member, she and other members visited the Metropolitan Police Training centre at Gravesend. They were able to see firsthand the environment in which our officers train alongside the MPS. The City of London Police Support Group were specifically asked to attend Gravesend on the 10<sup>th</sup> October to demonstrate public order tactics to His Royal Highness Prince William; the Force are proud of the clear esteem in which its level 1 assets are held by the Metropolitan Police.

The Strategic Policing Requirement in relation to Public Order Policing has been complied with in all areas and the Force facilitated a last minute visit by the HMIC on the 8<sup>th</sup> October 2013 in order to examine our public order threats and risks, current demand and projected activity, in order that it may be assessed against the Capital City funding bid.

### **Developments for 2013/14:**

#### **Organisational**

The Benbow protocols are still to be reviewed in full by the CoLP, MPS and BTP. Such a review will ensure optimum operational efficiency, but this is set against the backdrop of major change programmes in all three forces which has resulted in delays. Recent meetings with the MPS indicate that there will be no major deviation from the existing arrangements.

Capacity and overall capability has been reviewed as part of the STRA process. Resource numbers and specialist skills have fluctuated a little, but there has not been a marked reduction in capacity. Alderman Alison Gowman will be kept updated through the Public order forum of the risks in this area. The current shift pattern is being reviewed by Chief inspector Isaac as some difficulties in resilience have been experienced since April; this has the potential to affect level 2 capacity as such a report will go to SMB in November.

#### **Operational (known events)**

The autumn period will be exceptionally busy for events in the City of London, with the Lord mayors show approaching, along with a number of high profile events at the Guildhall, which will all be resource intensive.

The next 6 months is likely to see a continuation of many of the protests already seen. These will likely include Occupy, which now have a limited following with approximately 20 to 30 people or less attending, with minimal public order issues. Unite and other unions focusing on Corporate Headquarters and/or locations of specific interest to members as has been seen around Schroders, Barbican Estate and Sainsbury's HQ in the last 6 months. The weekend of the 7<sup>th</sup> September saw a large scale policing presence for Right Wing and counter Left Wing protest in the City although the intended location was the East London Mosque/ Tower Hamlets. This sits outside the review period but could lead to more extreme right and left wing events. The Central Criminal Court continues to have trials attracting significant media interest and/or public order challenges, which are set to continue.

The Central Criminal Court has held several high profile cases in recent months and this will continue into the next reporting period, however, whilst these fixtures attract media attention none have caused significant issues. The trial of Nicholas Jacobs, suspected of killing PC

Blakelock in the Broadwater Farm riots, may take place at the CCC due to its nature and this would likely be scheduled for the end of 2013 / beginning of 2014.

Most significantly it has been confirmed that the suspects in Lee Rigby's murder will be standing trial at the Old Bailey on 18/11/ 2013. FIB has formed a link with the MPS Public Order Intel Unit (POIU) who have a direct link with EDL so will continue to liaise with them, as well as CoLP Operational Planning and Special Branch. Social media sites will also be monitored. This trial is likely to have a considerable public order impact.

## Independent Custody Visiting Panel

<b>Lead Member for 2013/14</b>	Vivienne Littlechild
<b>Officer contact</b>	Alex Orme, Scheme Administrator 0207-332-1397

### Mid Year report 2013-14

#### Background

City Visitors are volunteers who give up their free time to provide independent scrutiny of the treatment of those held in police detention and the conditions in which they are held. They play a vital role in bringing together police and communities closer together and enhancing public perception of police procedures and practice in relation to custody.

The Panel will present its annual report to the May 2014 meeting of the Police Committee. The details below are a summary of the main issues dealt with in the last six months

#### Organisation

The City of London ICV Panel currently consists of 9 visitors who visit the custody suites at Bishopsgate Police station once a week and at Snow Hill, where the custody suite is only used for 'bailbacks' or as an overflow for Bishopsgate, at least 4 times a year. Mrs Littlechild attends the quarterly Panel meetings and, in addition, representatives of the Force attend for part of the Panel meetings so that any queries or problems that have arisen out of custody visits can be addressed. The meetings are supported by staff from the Town Clerk's department.

#### Developments over the last six months:

- **Custody visit throughputs** – The Panel has been keen to ensure that the spread of visits are appropriate to the volume of usage at particular times. Visitors have been provided with quarterly reports giving the times of all visits made alongside the level of usage of the Custody Suites. In the main, the analysis showed that the timing of visits reflected the level of Custody Usage during 2012/13. It however indicated that there are no visits being undertaken during the Midnight to 6am slot. The Panel therefore agreed that two to three visits be undertaken annually from 2013 onwards. The IC visitors have therefore done one Midnight to 6am visit in the first 6 months and plan to undertake 2 further visits before the end of March 2014.
- **Access rights to the Custody Suite – ICV Access**  
The Commander of Operations at the September 2013 Police Committee provided a proposal for the future access rights for our IC Visitors, which has been well-received by Members and the IC Visitors. The proposed future arrangements are that the visitors will on arrival at the front desk, be let into the station and allowed to proceed to the area outside the custody suite. This will be without delay, unless unavoidable, due to the front office staff being temporarily unavailable. Front office staff will then contact the Custody Sergeant and let them know that the ICV is on their way to the suite and once the Custody Sergeant has judged it is safe for them to enter, they will be allowed access. The intention is for this proposal to be adopted as the agreed standard at the next ICV panel meeting.
- **Snow Hill Police Station Custody Suite** – Since 2009 the Snow Hill custody suite has only been used for 'bail back' and occasionally as an overspill facility for Bishopsgate, resulting in a large number of unproductive visits. As a result it was agreed by the Police Committee at its meeting in May 2010 that a mechanism be introduced to trigger visits in place of scheduled visits. The objective of using this trigger was to match visits to when the custody

suite was actually in use. There are concerns however that the trigger mechanism whereby the Force could alert visitors when the custody suite is in use or is likely to be used is not working effectively. Both in 2011-2012 and 2012-13 visitors were only able to visit twice and in each of these cases there were empty cells. Representations have been made by Vivienne Littlechild (the Police Committee ICV SIA representative) to the October 2013 Police Committee to remove the 2010 Police Committee target of visiting Snow Hill at least four times a year in 2013-14 and the intention is stop these visits.

- **The time lag for Repairs & Maintenance** - the Panel have raised a number of concerns about the time taken to institute repairs and to rectify long-running heating and air-conditioning problems. Over the last 6 months, the Force has responded rapidly to any concerns raised by our visitors – quickly rectifying problems with the heating and air-conditioning systems, the CCTV system, the detainee's consultation telephone and the Medical Examiners chair. These achievements are even more notable as some of the delays were often caused by the need to have a recognised security vetted contractor. The Force is embarking on a review of the current CCTV contract to improve the service provided.

**Training** – Throughout the year, Custody Visitors undertook a variety of training and learning exercises, including learning about the changes to the provision of mental health care for police custody centres and an explanation of the use of restraint by the Police. Self-learning & development tools are being used by visitors, including refresher module tests and learning tools that enable the Panel to refresh their understanding and knowledge of various elements of the custody process.

## Road Safety and Casualty Reduction

<b>Lead Member for 2013/14</b>	Alison Gowman
<b>Officer contact</b>	Superintendent Norma Collicott 020 7601 2401

### Background

The City of London has a network of roads that have developed over a thousand years and have therefore not always been planned with today's traffic and pedestrian flow in mind. This means that there are a large number of different road types in a confined area which inherently causes more conflict between its users than a city with a more modern transport landscape.

This, combined with the 350,00 daily visitors, of whom an increasing amount are travelling on pedal cycles, inevitably leads to conflict resulting in collisions. In addition, the number of cyclists in London over the past decade has trebled.

In 2012 there were 426 people reported as being injured as a result of 379 road traffic collisions in the City of London, a slight increase on the year 2011 and 2010 figures.

The three groups of vulnerable road users (detailed below) account for 76% of all casualties.

**Pedestrian casualties** (109) increased over the 2011 (97) figure to a number similar to that in 2010 (111).

**Cyclist casualties** (144) are similar to those in 2011 (149) having risen from 2010 (111).

The overall **motor cyclist casualties** (72) was similar to 2011 (74) although the number that were seriously injured has reduced.

### Organisation

Since the restructure of the Force this year the responsibility for casualty reduction is owned by the Superintendent of Communities within the Uniform Policing Directorate. Although the operational resources for delivering the operational activity sits within Uniformed Policing Operations the planning and organisation is undertaken by Communities.

Within this department is an Inspector whose role it is to co-ordinate the policing activity that is designed to reduce casualties.

The City of London Police is supported by a TfL investment of £1.2 million / year. This is secured through a Special Services Agreement that requires the CoLP to deliver specified special services. These are planned by a small core team who use intelligence products to task resources accordingly through the Force Tasking meeting. All of these activities must be linked to the specific services mentioned in the TfL contract.

### Achievements to date in 2013

- The number of reported personal injury collisions that have occurred so far this year (January to August) is 217, a reduction of 16% compared to the same time period in 2012. As

a result the number of persons injured has reduced from 290 to 233, a reduction of 20%.<sup>1</sup>

- Pedestrian casualties at 64 are a 14% reduction on 2012, although serious pedestrian casualties have increased from 11 to 13.
  - Cyclist casualties at 75 are a 16% reduction on 2012 with a 35% reduction in cyclists killed and seriously injured casualties.
  - Motor cyclist casualties at 40 are a 20% reduction on 2012, although motorcyclist killed and seriously injured casualties have increased from 8 to 10.
- The City of London Police continues to target uninsured and unlicensed vehicles and has seized 184 since April 2013. This is currently a target for the force as it is known that these vehicles / drivers are a danger to other road users.
- In September 2013 a new Pan London Industrial HGV Task Force, comprised of 8 Police Officers and 8 Vehicle and Operator Services Agency (VOSA) officers, was created from additional funding provided by the DfT and TfL. The function of this task force is to identify and prosecute drivers and companies that do not comply with legislation. The City of London Police has secured funding for an officer on this task force and from 30<sup>th</sup> September 2013 the officer will be attached. This will enable the City of London Police to call upon the services of the task force and for them to deploy within the City of London to deal with industrial large goods vehicles that are operating in contravention of various provisions.
- Alderman Gowman continues to take a pro-active approach to this business area and has identified many opportunities for the City of London Police to undertake enforcement and education / awareness activities. Through this close working the City of London Police have become involved in a number of events such as the Cycling Symposium on 4<sup>th</sup> October.
- In her role as the City of London Corporation representative on the London Road Safety Council Alderman Gowman identified an opportunity for the City of London Corporation and the City of London Police to demonstrate Operation Atrium to the Hong Kong Police. She ensured that the City officers were made aware of the HKP visit to London and from there, a meeting was held and Senior Inspector Chung was taken to see an Operation Atrium Roadshow at Dowgate Fire Station on 27<sup>th</sup> September. This was a useful advertisement for the City as Hong Kong has identified that they have a rising number of cycling casualties and so opportunities could present themselves as a result of the visit.
- Alderman Gowman has recently met with the City of London Police Commissioner to discuss the process of tasking police resources to road safety and enforcement activities.
- Alderman Gowman supported the recommendation in the RDRP to implement a 20mph limit within the City. The City of London Police also supported this by agreeing to support the enforcement of such limits in line with ACPO guidance on speed enforcement.
- The City of London Police has introduced one of the National Driver Offender Retraining

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<sup>1</sup> All figures quoted in this report are a rationalised version of the CRS data that is likely to be published as ACCSTATS data by Transport for London and the DfT for 2013 compared to their 2012 published data.

Scheme (NDORS) courses called RIDE (Rider Improvement Developing Excellence) which allows police officers to offer a retraining course to motor cyclists who commit offences rather than face prosecution. This is designed to promote long term change in driver behaviour which makes the roads safer.

- Between July and September the City of London Police undertook engagement, education and enforcement of Advanced Stop Line (ASL) legislation. Alderman Gowman joined officers from the Safer Transport Operations Team for a morning during the operation to see the work that was undertaken. The RIDE tickets (see above) were issued for many of the offences as they were committed by motor cyclists.
- The City of London Police has been involved in the development of TfLs Cycle Safety Action Plan. This, along with the Motor Cycle and Pedestrian Action Plans informs the recent TfL publication, Safe Streets, which is mentioned in the Key Issues section. This is the key strategic document detailing how TfL intend to deliver Road Safety for the next few years.
- The City of London Police will be attending the forthcoming Road Safety seminar on the 30th October at the Marketing Suite. This is being organised by the City of London and in conjunction with partners and invited organisations to identify how the Considerate Contractors Scheme can be developed to assist the Road Danger Reduction Plan (RDRP) by improving the safety of large vehicles servicing redevelopment sites.
- The City of London and the City of London Police are working together with the RDRP manager to identify future police education and enforcement activities that could be effective at achieving targets in the RDRP.
- Since April the City of London Police has already issued as many Capital City Cycle Safe tickets as they did in the previous 12 months. This is as a result of a more targeted approach and a greater emphasis on diverting offenders from the Criminal Justice system and into education / training as an alternative.

## Anti-Social Behaviour

Lead Member for 2013/14

Don Randall

Officer contact

Superintendent Norma Collicott - 0207 601 2401

### Interim update on ASB April to September 2013

## ANTI SOCIAL BEHAVIOUR CAD STATISTICS

ASB CADs >	Alcohol related	Begging	Vagrancy	Noise	Rowdy inconsiderate behaviour	Drugs related	Criminal damage	Littering	Prostitution	Theft	Violence
1st APRIL 12 to 1st SEP 12	116	79	122	11	Not categorised under the Share Point system	5	2	2	3	0	0
1st APRIL 13 to 1st SEP 13	78	31	71	29	161	3	0	1	1	0	0
Percentage Difference	↓ 32.75 %	↓ 60.75 %	↓ 41.80 %	↑ 163 %	N/A	↓ 40 %	↓ 100 %	↓ 50 %	↓ 66.66 %	→ 0 %	→ 0 %

Total number of ASB CADs recorded on SHAREPOINT in the period of **1st APRIL 2012 to 1st SEPTEMBER 2012** under the various categories is: **661**

Total number of ASB CADs recorded on UNIFI in the period of **1st APRIL 2013 to 1st SEPTEMBER 2013** under the various categories is: **411**



## **Overall stats indicate a drop of -37.82% in ASB reporting**

Superintendent Collicott has provided lead member for Anti Social Behaviour (ASB) Mr Don Randall with HMIC ASB reports and Inspector Claire Burgess and Sergeant Mark Montgomery met with Mr Randall in August to provide an update on ASB initiatives and priorities.

### **Alcohol Related**

Over the past 6 months alcohol related ASB has shown a steady decrease in May of this year there were 25 ASB CADs relating to Alcohol since then there has been a steady decrease with the months of August and September each registering 15 Alcohol related CADs.

City of London Police Licensing Team took part in the 'alcohol awareness week' 16-22<sup>nd</sup> September (national campaign) which specifically highlighted the perils of drink and its potential harm re over consumption. That focused on amongst other things ASB in or around licensed premises looking at the hot spot areas and using PCSOs to specifically target those areas.

There are two current issues of 'alcohol related ASB, Golden Lane Community Centre where there is a hearing 04/10/13 and Patch in Carter Lane where Insp McKoy has instigated a meeting with the residents and the owners of Patch.

A Pub Watch meeting 3/10/2013 (which wasn't very well attended) where licensees were given a clear message re serving drunks who then go on to commit a crime or cause ASB.

### **Begging**

Currently on going with Op Fennel this is proving very successful in both areas of addressing offending behaviour and ultimately prosecuting those who fail to engage with this operation. Working closely with partner agencies we have been able to address needs of individuals being homeless and their addictions, they have found this operation to be extremely helpful. We are also moving forward with several ASBO applications on persistent offenders. Patrols are still ongoing in begging hotspot areas on a daily tasked basis.

### **Vagrancy**

The last hotspot count was 26 this is conducted by Broadway on a monthly basis. The figures have risen in the past two months and there has been a noticeable increase of homeless persons from surrounding boroughs. This increase is also populated by a large number of eastern Europeans, who are a transient population, so expect this to decrease. Op Poncho still operates five nights per week.

The Pop Hub took place from the 22<sup>nd</sup>-29<sup>th</sup> September 2013 and there were approximately 20 people brought and processed at the Dellow centre the following morning. From this 4 people were placed into accommodation, 1 has been reconnected, 3 people were served UKBA papers, 5 rejected reconnection, 1 has an interview for accommodation and the others rejected their single offers. We continue to work alongside Broadway to reduce the numbers of homelessness. Becky Jackson and Sam Malt are currently in Booth house accommodation both are currently engaging with Broadway services.

### **Noise**

Noise complaints are being dealt with at a local level for one of incidents at the time of ca;;s originating, further investigation of noise complaints is investigated by Corporation of London/Environmental Health Teams.

### **Drugs/Criminal Damage**

Complaints of Drug ASB and Criminal Damage are being treated as follow ups and it is envisaged that all ASB complaints relating to drugs and criminal damage of any substance will have a crime raised accordingly and investigated as such.

### **Littering**

Since issuing of Fixed Penalty Notices has started in August of this year for offences covered by Littering the total amount of FPN, s issued is currently 19. August there were 13 FPN,s given out and in September there were 6, the offence of Littering is quite broad and covers Public Urination/Defecation, Smoking in prohibited areas and general Littering.

### **Prostitution**

The only ASB cad relates to a taxi driver offering to take clubbers from Abacus to a brothel in Hackney. On a City note the Red Lotus Spa/Massage Parlour that was operating in Middlesex Street has been closed down by the Corporation Licensing Team as they were trading with a licence, there were indications that sex services were being offered from these premises.

<b>Committee:</b> Police	<b>Date:</b> 1 <sup>st</sup> November 2013
<b>Subject:</b> City First evaluation and measures	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 49/13	<b>For Information</b>

## Summary

The City First Change Programme was instigated by the Commissioner in 2011 in response to the budget reductions brought about by the Comprehensive Spending Review. Members were kept updated on developments via regular reports to your Committee during 2011 and 2012 and benefited from the input and oversight of Alderman Ian Luder at the monthly strategic programme boards.

The key aims of the Programme were to:

- a) deliver a budget reduction to stay within Comprehensive Spending Review (CSR) limits by the end of 2014/15.
- b) re-organise the Force to deliver against key objectives whilst reducing resources.

Key work streams of the Programme were the: Baseline and Operational projects to inform and develop a new organisational structure; Support and Non-pay to look at other potential areas to save and also to inform the new model and finally Collaboration which explored sharing services with other forces in a number of key areas including Learning and Development and Professional Standards.

The key challenge of City First was to deliver an operational model against a reduced headcount of staff, including a reduction in police officers from 888 to an establishment of approximately 712.

Subsequent funding growth in Economic Crime has resulted in a higher force establishment of 730 officers, although the impact on reduced operational capability for core City of London Policing roles, remains the same.

The new Force model that resulted from the various work streams was implemented in April 2013, with key changes being the amalgamation of

the uniform policing functions into one directorate, and the creation of an Information and Intelligence Directorate. Significant efficiencies have been made through more effective tasking and deployment as a result of this and it has also contributed towards reducing silo working.

In Table 1 within the report, provides an assessment of each of the City First work streams demonstrating its impact and results. Broadly, the Force continues to perform at levels of previous years demonstrating there has been no depreciable reduction in performance, notwithstanding the reduction in staff headcount (currently 752 Officers).

In the final section of the report, a set of proposed measures is detailed which will be used to inform the full evaluation in spring 2014 when the new model has been in place for a full year. The evaluation criteria will be:

- a) has the Force been able to reduce its budget to the level set by the CSR review and
- b) has the Force been able to do a) without having a detrimental on performance.

The proposed measures cover: customer service, staff, and crime.

The Force will continue to seek ways to ensure that it meets any further budgetary challenges and, as part of the Force Change agenda, will seek continuous improvement in delivering its services to the public.

## **Recommendations**

It is recommended that Members note the contents of this report.

## **Main Report**

### **Background**

1. One of the aims of the City First Change Programme was to develop a policing model based on a commitment to service delivery, but that provided value for money and was affordable given known financial constraints.
2. The key challenge of City First was to deliver an operational model against a reduced headcount of staff, including a reduction in police officers from 888 to an establishment of approximately 712.

The table below illustrates both the budget reduction and headcount reduction.

3. Subsequent funding growth in Economic Crime has resulted in a higher force establishment of 730 officers, although the impact on reduced operational capability for core City of London Policing roles, remains the same.
4. Members were kept updated on progress with a series of reports to your Committee during 2011 and 2012 and in addition, Alderman Ian Luder was the Lead Member for City First and sat on the Strategic Programme Board which was chaired by the Commissioner. Alderman Luder provided appropriate oversight and challenge throughout the Programme. The Town Clerk was also represented on the Programme Board.
5. The programme commenced in January 2011, and a series of documents were generated to support its initiation by the appointed Programme Team. The Programme Brief highlighted the potential benefits of City First to the organisation, plus the high level risks & issues associated with its implementation. The key aims of the programme were to:
  - a) deliver budget reduction to stay within Comprehensive Spending Review (CSR) limits by the end of 2014/15.
  - b) re-organise the Force to deliver against key objectives whilst reducing resources.
6. The Programme Team then created the following work streams to deliver the programme brief, these were:
  - Baseline project – to baseline current process and provide data to inform changes made in Force structure.
  - Operational Work streams – Based on data from baseline and results from the consultation and workshops held with staff new structures were developed.
  - Support Services & non pay – Based on data from baseline, findings from an external benchmarking exercise, results from the consultation and workshops held with staff new structures were developed.

- Collaboration – A separate board was created to explore a range of potential collaborations.

## **Current Position**

7. The City First Programme held its final Programme Board on 26<sup>th</sup> March 2013. This coincided with the formal closure of the programme, along with the departure of all core and temporary programme resources, and the termination of the weekly Implementation Boards and monthly Collaboration Boards. The outstanding areas of work that were carried forward have been managed by various other forums in the Force and are continuing albeit without any central co-ordination at this point. The majority of these work areas will fall under the governance of a Force Change Board, and the Force is exploring options regarding this at the present time.

## **High Level Evaluation**

8. A high level evaluation of the achievements against the original aims of:
  - a) deliver budget reduction to stay within Comprehensive Spending Review (CSR) limits by the end of 2014/15
  - b) re-organise the Force to deliver against key objectives whilst reducing resources

is detailed below and a proposed list of measures against which it can be measured against and evaluated in more depth in the Spring of 2014 is also set out in the final section. The new organisational model will have been in place for a year in April 2014, albeit Police Officer headcount still remains higher than the projected final establishment.

9. In Table 1 shown later in the report, each of the City First work streams have been assessed in consideration to impact on performance. Two of the main work streams concentrated on collaboration and operational restructuring and these are outlined below.

## Collaboration

10. Collaboration constituted a major work theme of the City First Programme. A Collaboration Board was established as part of that programme, chaired initially by the Commissioner and subsequently by the Assistant Commissioner. Again, your Committee received a number of detailed updates on this work throughout its duration in 2012.
11. A significant amount of work was completed with the British Transport Police (BTP) as part of the Programme, specifically with regard to the following areas:
  - **Scientific Support** - A fully collaborative shared service covering Scientific Support with BTP as lead was explored. Following the preparation of a full business case, it was decided not to pursue this opportunity, however, the work completed meant that significant savings were identified (amounting to £97,000 pay savings) allowing the Force to restructure internally providing a more effective and efficient service.
  - **Learning and Development**- A shared department covering Learning and Development (full collaboration looking at three options (1) BTP lead; (2) Force plus Outsource; and (3) Hybrid. As with the business case for Scientific Support, although the decision was taken not to progress with the collaboration options, the work completed allowed the Force to make an informed decision around the future structure of its learning and development function, which accordingly, was restructured as part of City First. That restructure resulted in 16.5 fewer posts, which generated £863,229 pay savings, whilst continuing to provide necessary services to the Force.
  - **Professional Standards** – shared functions around Vetting and Counter Corruption/Intelligence were fully explored. A decision was made not to continue with this opportunity as the service could be improved by other means.
12. In all the cases referred to above, the consequent savings and potential improvements to service delivery of full collaboration arrangements were simply not significant enough to progress with any options presented, especially when compared to what could be achieved locally through restructuring. Whilst therefore, those

areas are not going to be progressed as collaborations at this point in time, the work involved in exploring the opportunities resulted in improvements being made to the areas of business in each case, including some savings for the Force.

## **Operational Restructuring**

13. The City First Programme identified areas for improvement in the areas of tasking, briefing/de-briefing and intelligence recording. As a result the Force operating model was re-structured and the Intelligence and Information (I&I) Directorate became central to the new Force Operating Model. The new I&I function has improved tasking and officer deployment, which has in turn improved the Force's understanding of risk and threat and tailoring its response to the demand.
14. The new Force Tasking and Co-ordination process coupled with a refined and more effective Daily Management Meeting (DMM) now provides clear and meaningful tasking, focussing on outcomes rather than inputs. The process operates across the entire Force and resources are deployed more effectively and in line with demand. The flexibility of deployment across all directorates has already maximised visibility of front line resources when the demand dictates.
15. The combining of the Specialist Support Directorate and Territorial Policing into one Directorate (Uniform Policing Directorate) has reduced silo working and ensured that all uniform resources are deployed according to demand. This allied to the review of its shift patterns, ensured that even though the number of police officers has reduced, the public should not see any difference in the visibility on the streets.

## **High Level Evaluation against the aims of the Programme A and B.**

Table 1

A. Contribution to achieving the CSR budget reduction by 2014/15		
Work streams	Actions	Results
Baseline	Mapped the forces processes, interdependencies and	The information gathered Informed and enabled structural



	collected data.	changes to be made.
Operational Work streams	Restructured the directorates and the realigned their areas of responsibility.	The restructured model is based on Police Numbers being reduced within the funding available.
Support Services and Non pay	In 2012/13 a Non Pay Gold Group was formed, Grant Thornton provided Benchmarking of Support Services, Income Generation opportunities and procurement.	All police staff were subject to organisational change processes to reduce support structure costs and increase efficiency.
Collaboration	A Collaboration Board was established to consider proposals, monitor and progress programmes of work.	Occupational Health is the only collaboration that has been completed, but the process of reviewing services in preparation for collaboration has delivered financial and operational efficiencies.

## B. Re-organise the Force to deliver against key objectives whilst reducing resources

### Operational Work Streams

Work Streams	Actions	Results
Ward reviews	Reduction of PCSO and Police officers from a geographical Wards function	The Community Teams are now comprise three specific teams with specific objectives– Residential, Business and Street Intervention. Positioning the teams in this way has allowed more efficient working with communities.

Shift patterns	Change the shift patterns for Uniform Policing and Specialist Crime Directorates to match resources to demand	This was implemented in April 2013 in order to improve service delivery and visibility of officers.
Resources invested in visible functions	Reduction of police officers from business support functions by moving civilians into roles and putting officers into visible/frontline functions	Officers in support functions are set to reduce from 118 in 2010 to 89 in 2014.  The number of Special Constables has increased from 84 in 2010 to 99 in 2013.
Intelligence and Information Command	The bringing together all the sources of information to ensure the efficient tasking of resources to demand.	Better allocation of resources to demand leading to improved efficiency and performance.
Uniform Policing Command	The creation of a single uniform response function.	This has maintained officer visibility and operational response despite reduction in headcount.
Brigading of the CJU and CSU	Creation of single location and management structure to align process to stakeholder demand.	Reduction of 6 posts savings £239k per annum.
<b>Support Services and Non Pay</b>		
Corporate Programme Office	New strategy to only buy in skills required for specific projects.	Has reduced cost by £0.25m.
Fleet review	Review of fleet	A 20% reduction in the number of vehicles across the force
Capital City Bid	Submitted a bid for this new stream funding from the Home Office for unique challenges facing	Have received £8.4m funding in 2013/14 in recognition of the additional work CoLP

	the CoLP.	undertakes in policy the Capital City.
Recharge model	Developed a force recharge model that is used to ensure CoLP recover the costs of the additional costs from external funders due to the creation of new units.	The model is being used in negotiating all future external funding bids for example the Intellectual Property Crime Unit.
Income Generation	Employed an Income Generation and Sponsorship Manager.	The post has succeeded in bring in new areas of funding including €500k for DCPCU and £2.5m for Intellectual Property Crime Unit.
Procurement	City of London Corporation and CoLP initiated a Procure to Pay project in 2011.	Set up a new shared service for accounts payable and procurement the force has made £233k savings in 2012/13 from areas such as stationery and catering.
<b>Collaboration</b>		
Occupational Health	Collaborated with CoL	Made savings of £120k.
Scientific Support	Preparation of a full business case of collaboration with BTP informed decisions around future structure.	Force restructured service and civilianised a number of posts saving £97k pay savings.
Learning and Development	The preparation of the business case informed the creation of an alternative structure.	The restructure resulted in 16.5 fewer posts generating £863k pay savings.

## Full evaluation

- The final section of this paper sets out a range of performance measures that the Force has agreed will be used to evaluate the impact of changes instigated by the City First Change Programme

on the public, staff, and crime. These can also be used to measure the effect in the future if required.

17. The evaluation in 2014 will be against the following criteria:

a) has the Force been able to reduce its budget to the level set by the CSR review and

b) has it been able to do this without having a detrimental on performance.

Customer Service Measures			
<u>Measure</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
1.1) To ensure that at least 90% of those reporting antisocial behaviour are satisfied with the service provided by the police(PPT, 1.6.1a)	92.6%	92.3%	92.8%
1.2) To ensure at least 85% of the City street population surveyed consider the City of London are doing a good or excellent job. (PPT, 1.7.1a)	81.7%	86.2%	92.3%
1.3) To ensure that at least 90% of people surveyed in the Street Survey consider the City of London is prepared and capable of policing the terrorist threat effectively. (PPT, 1.1.1d)	Not Measured	84.5%	93.4%
1.4) To ensure at least 90% of victims of crime are satisfied with the service provided by the police. (PPT, 1.7.1c)	88.8%	88.0%	85.6%
1.5) Complaints against the police trend (PSD)	119	108	126
1.6) To ensure that at least 90% of fraud victims are satisfied with the service provided. (PPT 1.2.1d)	Not Measured	Not Measured	89%
1.7) Respond to at least 95% of 999 calls within 12 minutes (PPT, 1.7.1b)	97.0%	98.5%	97.4%

1.11) Results of the City of London Corporation 3 yearly survey.	74% know CoLP police the square mile.	Not Measured	Not Measured
1.12) To deploy intelligence led, high visibility policing operations to counter the terrorism threat and reassure the public. (PPT, 1.1.1c )	Not Measured	Not Measured	49,773hrs  CT Policing (+282% of target)

### *Staff Measures*

<u>Measure</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
2.1) Monitor grievance trends.	8	14	11
2.2) Monitor grievance ET cases.	3	3	6
2.3) Police Officer sickness 6 days average within year (PPT, 2.1.2a)	4.51	5.6	5.4
2.4) Support Staff sickness 7 days average within year (PPT, 2.1.2b)	7.34	8.7	7.5
2.5) Monitor the provision of mandatory training (PPT, 2.1.4a)			
2.6) Number of PDRs Completed.	Not Measured	94.6%	96.9%

### *Crime Measures*

<u>Measure</u>	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>
4.1) Reduce levels of victim based violent crime (PPT, 1.4.1a)	535	569	560
4.2) Reduce levels of victim based acquisitive crime (PPT, 1.4.1b)	3,998	4,051	3,804
4.3) Total recorded crime	6,374	6,119	5,554
4.4) Detection rate	38.8%	36.8%	30.2%

## **Audit and Risk**

18. A separate report will be tabled at a later date to a future Grand Committee or Sub Committee by the City of London Corporation Audit Manager, Jerry Mullins who was invited to comment on the proposed measures by the Director of Corporate Services. Consideration is being given to the appropriate timing of this report.

## **Conclusion**

19. The City First Change Programme successfully delivered against the challenge of keeping spending with the CSR limits and has generated some significant savings for the Force. It has improved efficiency in a number of areas, but particularly in tasking and deployments. It is too early to evaluate the full impact that it has had on performance generally, and this will take place in Spring of 2014. The Force will continue to seek ways to ensure that it meets any further budgetary challenges and, as part of the Force Change agenda, will seek continuous improvement in delivering its services to the public.

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# Agenda Item 11a

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# Agenda Item 11b

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# Agenda Item 11c

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# Agenda Item 12

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# Agenda Item 14

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